

# TORONTO CATHOLIC DISTRICT SCHOOL BOARD REGULAR MEETING Public Session

## AGENDA November 15, 2018

**Barbara Poplawski, Chair**  
Trustee Ward 10

**Maria Rizzo, Vice Chair**  
Trustee Ward 6

**Ann Andrachuk**  
Trustee Ward 2

**Nancy Crawford**  
Trustee Ward 12

**Frank D'Amico**  
Trustee Ward 6

**Taylor Dallin**  
Student Trustee

**Jo-Ann Davis**  
Trustee Ward 9

**Michael Del Grande**  
Trustee Ward 7

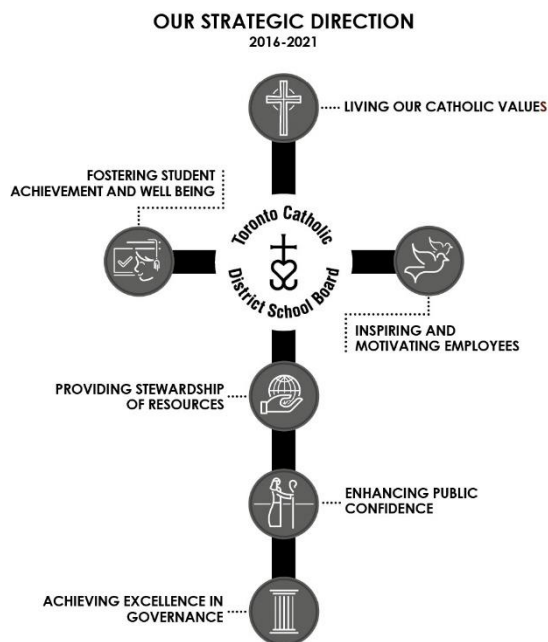
**Angela Kennedy**  
Trustee Ward 11

**Joseph Martino**  
Trustee Ward 1

**Sal Piccininni**  
Trustee Ward 3

**Garry Tanuan**  
Trustee Ward 8

**Joel Ndongmi**  
Student Trustee



### MISSION

*The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.  
We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.*

### VISION

*At Toronto Catholic we transform the world through witness, faith, innovation and action.*

Recording Secretary: Sophia Harris, 416-222-8282 Ext. 2293  
Assistant Recording Secretary: Sonia Tomaz, 416-222-8282 Ext. 2298

**Rory McGuckin**  
Director of Education

**Barbara Poplawski**  
Chair of the Board



**AGENDA  
REGULAR MEETING  
OF THE  
TORONTO CATHOLIC DISTRICT SCHOOL BOARD  
PUBLIC SESSION**

**Barbara Poplawski, Chair**

**Maria Rizzo, Vice Chair**

Thursday, November 15, 2018

7:00 P.M.

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Pages

1. **Call to Order**
2. **Memorials and Opening Prayer**
3. **Singing of O Canada**
4. **Roll Call & Apologies**
5. **Approval of the Agenda**
6. **Reports from Private Session**
7. **Notices of Motions**
8. **Declarations of Interest**
9. **Approval and Signing of Minutes of the Previous Meetings**
  - 9.a **Special Board (Student Achievement) October 4, 2018**
  - 9.b **Special Board (Corporate Services) October 11, 2018**
  - 9.c **Special Board (Education Development Charges) October 11, 2018**

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| 9.d  | Regular Board October 18, 2018  |           |
| 9.e  | Special Board October 30, 2018  |           |
| 10.  | <b>Presentations</b>  |           |
| 10.a | Special Presentation to Trustees  |           |
| 10.b | Monthly Report from the Chair of the Board  | 38 - 39   |
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| 10.d | Monthly Report from the Student Trustees  | 43 - 45   |
| 11.  | <b>Delegations</b>  |           |
| 11.a | Marnie MacCallum regarding Appreciation to Trustee Davis for Her<br>Eight Years of Service to Ward 9              | 46        |
| 12.  | <b>Consideration of Motions for which previous notice has been given</b>  |           |
| 13.  | <b>Unfinished Business from Previous Meetings</b>   |           |
| 14.  | <b>Matters recommended by Statutory Committees of the Board</b>   |           |
| 14.a | Approved Minutes of the Special Education Advisory Committee<br>Meeting Held October 17, 2018 (To Be Distributed) |           |
| 14.b | Approved Minutes of the Catholic Parent Involvement Committee<br>(Nil)  |           |
| 15.  | <b>Matters referred/deferred from Committees/Board</b>  |           |
| 16.  | <b>Reports of Officials for the Information of the Board of Trustees</b>  |           |
| 16.a | Annual Report of the Multi-Year Strategic Plan (MYSP)   | 47 - 97   |
| 17.  | <b>Reports of Officials Requiring Action of the Board of Trustees</b>   |           |
| 17.a | 2019 Calendar of Board and Committee Meetings   | 98 - 101  |
| 17.b | Changes to the Policy Website to Strengthen Public Confidence   | 102 - 106 |

- 18. Listing of Communications
- 19. Inquiries and Miscellaneous
- 20. Updating of Pending Items Lists
  - 20.a Master Pending List and Rolling Calendar 107 - 108
  - 20.b Annual Calendar of Reports and Policy Metrics 109 - 112
- 21. Closing Prayer
- 22. Adjournment

## **OUR MISSION**

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# **MINUTES OF THE SPECIAL MEETING OF THE TORONTO CATHOLIC DISTRICT SCHOOL BOARD**

**HELD THURSDAY, OCTOBER 4, 2018**

## **STUDENT ACHIEVEMENT**

### **PRESENT:**

#### **Trustees:**

N. Crawford, Chair  
A. Kennedy, Vice-Chair  
A. Andrachuk  
F. D'Amico – via teleconference  
J. A. Davis – via teleconference  
J. Martino  
B. Poplawski  
M. Rizzo  
G. Tanuan

#### **Student Trustees:**

J. Ndongmi  
T. Dallin

#### **Staff:**

R. McGuckin  
D. Koenig  
T. Robins  
A. Della Mora  
P. Aguiar  
V. Burzotta  
M. Caccamo  
S. Campbell  
F. Cifelli  
G. Grant

L. DiMarco  
 D. Friesen  
 G. Iuliano Marrello  
 P. Keyes  
 K. Malcolm  
 L. Maselli-Jackman  
 J. Wujek  
 J. Yan

S. Harris, Recording Secretary  
 S. Tomaz, Assistant Recording Secretary

**External Guest:** A. Robertson, Parliamentarian

#### **4. Roll Call and Apologies**

An apology was extended on behalf of Trustee Del Grande.

The Items dealt with at the Student Achievement and Wellbeing, Catholic Education and Human Resources Committee Meeting in PUBLIC Session were deemed presented.

MOVED by Trustee Crawford, seconded by Trustee Kennedy, that all matters discussed in PUBLIC Session be approved.

Results of the Vote taken, as follows:

#### **In Favour**

#### **Opposed**

Trustees Andrachuk  
 Crawford  
 D'Amico  
 Davis  
 Kennedy

Martino  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Crawford, seconded by Trustee Kennedy, that the meeting resolve back into Student Achievement and Wellbeing, Catholic Education and Human Resources Committee.

Results of the Vote taken, as follows:

**In Favour**

**Opposed**

Trustees Andrachuk  
Crawford  
D'Amico  
Davis  
Kennedy  
Martino  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

**PRESENT (Following PRIVATE and DOUBLE PRIVATE Sessions):**

**Trustees:** A. Kennedy, Acting Chair  
 A. Andrachuk  
 N. Crawford  
 F. D’Amico – via Teleconference  
 J. A. Davis – via Teleconference  
 B. Poplawski  
 G. Tanuan

**Staff:** R. McGuckin  
  
 S. Harris, Recording Secretary

The Items dealt with at the Student Achievement and Wellbeing, Catholic Education and Human Resources Committee Meeting in PRIVATE and DOUBLE PRIVATE Sessions were deemed presented.

MOVED by Trustee Kennedy, seconded by Trustee Crawford, that all matters dealt with in PRIVATE and DOUBLE PRIVATE Sessions be approved.

Results of the Vote taken, as follows:

**In Favour**

**Opposed**

Trustees Andrachuk  
 Crawford  
 Del Grande  
 Kennedy  
 Martino  
 Poplawski  
 Tanuan

The Motion was declared

CARRIED

**(PRIVATE and DOUBLE PRIVATE Sessions Minutes Distributed Separately  
at the November 1, 2018 Student Achievement and  
Wellbeing Committee Meeting)**

MOVED by Trustee Andrachuk, seconded by Trustee Crawford, that the meeting resolve back into Student Achievement and Wellbeing, Catholic Education and Human Resources Committee.

Results of the Vote taken, as follows:

**In Favour**

**Opposed**

Trustees Andrachuk  
Crawford  
Del Grande  
Kennedy  
Martino  
Poplawski  
Tanuan

The Motion was declared

CARRIED

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SECRETARY

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CHAIR

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# **MINUTES OF THE SPECIAL MEETING OF THE TORONTO CATHOLIC DISTRICT SCHOOL BOARD**

**HELD THURSDAY OCTOBER 11, 2018**

## **Corporate Services**

### **PRESENT:**

#### **Trustees:**

J. A. Davis, Chair  
G. Tanuan, Vice-Chair  
A. Andrachuk  
N. Crawford  
A. Kennedy  
J. Martino  
B. Poplawski  
M. Rizzo

#### **Staff:**

R. McGuckin  
D. Koenig  
L. Noronha  
T. Robins  
A. Della Mora  
S. Camacho  
M. Loberto  
J. Yan  
  
S. Harris, Recording Secretary  
S. Tomaz, Assistant Recording Secretary

**External Guest:** A. Robertson, Parliamentarian

### **3. Roll Call and Apologies**

An apology was received on behalf of Trustee D'Amico who was unable to attend the meeting.

The Items dealt with at the Corporate Services, Strategic Planning and Property Committee Meeting in PRIVATE and PUBLIC Sessions were deemed presented.

MOVED by Trustee Davis, seconded by Trustee Tanuan, that all matters discussed in PRIVATE Session regarding one local school matter and in PUBLIC Session be approved.

Results of the Vote taken, as follows:

#### **In favour**

#### **Opposed**

Trustees Andrachuk  
Crawford  
Davis  
Kennedy  
Martino  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Andrachuk, seconded by Trustee Kennedy, that the meeting resolve back into Corporate Services, Strategic Planning and Property Committee meeting.

Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Crawford  
Davis  
Kennedy  
Martino  
Poplawski  
Rizzo  
Tantuan

The Motion was declared

CARRIED

**PRESENT: (Following PRIVATE Session)**

**Trustees:** A. Andrachuk  
N. Crawford  
J. A. Davis  
A. Kennedy  
B. Poplawski  
M. Rizzo  
G. Tantuan

**Staff:** R. McGuckin  
D. Koenig  
L. Noronha  
T. Robins  
A. Della Mora

S. Harris, Recording Secretary  
S. Tomaz, Assistant Recording Secretary

**7. Declarations of Interest**

Trustees Kennedy and Rizzo had declared an interest in Item 13a) regarding a Human Resources matter in PRIVATE Session as their family members are employees of the Board.

Trustees Kennedy and Rizzo did not vote nor participate in the discussion regarding the Item.

Trustees Kennedy and Rizzo left the horseshoe at 11:05 pm.

The Items dealt with at the Corporate Services, Strategic Planning and Property Committee Meeting in PRIVATE Session were deemed presented.

MOVED by Trustee Davis, seconded by Trustee Tanuan, that all matters discussed in PRIVATE Session be approved.

**In favour**

**Opposed**

Trustees Andrachuk  
Crawford  
Davis  
Poplawski  
Tanuan

The Motion was declared

**CARRIED**

Trustees Kennedy and Rizzo returned to the horseshoe at 11:10 pm.  
MOVED by Trustee Andrachuk, seconded by Trustee Tanuan, that the meeting resolve back into Corporate Services, Strategic Planning and Property Committee meeting.

Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Crawford  
Davis  
Kennedy  
Rizzo  
Poplawski  
Tanuan

The Motion was declared

CARRIED

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SECRETARY

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CHAIR

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# **MINUTES OF THE SPECIAL MEETING OF THE TORONTO CATHOLIC DISTRICT SCHOOL BOARD**

**HELD THURSDAY OCTOBER 11, 2018**

## **Education Development Charges (EDC)**

### **PRESENT:**

#### **Trustees:**

J. A. Davis, Chair  
G. Tanuan, Vice-Chair  
A. Andrachuk  
N. Crawford  
M. Del Grande – via Teleconference  
A. Kennedy  
J. Martino  
S. Piccininni  
B. Poplawski  
M. Rizzo

#### **Staff:**

R. McGuckin  
D. Koenig  
L. Noronha  
T. Robins  
A. Della Mora  
S. Camacho  
M. Loberto  
J. Yan  
  
S. Harris, Recording Secretary  
S. Tomaz, Assistant Recording Secretary

**External Guest:** A. Robertson, Parliamentarian

### **3. Roll Call and Apologies**

An apology was received on behalf of Trustee D'Amico who was unable to attend the meeting.

The Items dealt with at the Education Development Charges (EDC) meeting in PUBLIC Session were deemed presented.

MOVED by Trustee Davis, seconded by Trustee Kennedy, that all matters discussed in PUBLIC Session be approved.

Results of the Vote taken, as follows:

#### **In favour**

#### **Opposed**

Trustees Andrachuk  
Crawford  
Davis  
Del Grande  
Kennedy  
Martino  
Piccininni  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

**CARRIED**

MOVED by Trustee Davis, seconded by Trustee Tanuan, that the meeting resolve into Corporate Services, Strategic Planning and Property Committee PUBLIC meeting.

Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Crawford  
Davis  
Del Grande  
Kennedy  
Martino  
Piccininni  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

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SECRETARY

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CHAIR

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# **MINUTES OF THE REGULAR MEETING OF THE TORONTO CATHOLIC DISTRICT SCHOOL BOARD PUBLIC SESSION Thursday, October 18, 2018**

## **PRESENT:**

**Trustees:**

- B. Poplawski, Chair
- M. Rizzo, Vice-Chair
- A. Andrachuk
- N. Crawford
- J. A. Davis
- M. Del Grande – by Teleconference
- A. Kennedy – by Teleconference
- J. Martino
- G. Tanuan

**Student Trustee:** J. Ndongmi

**Staff:**

- R. McGuckin
- T. Robins
- L. Noronha
- P. Matthews
- A. Della Mora
- P. Aguiar
- S. Campbell
- F. Cifelli
- P. De Cock
- L. DiMarco
- G. Iuliano Marrello
- P. Keyes
- K. Malcolm

L. Maselli-Jackman

J. Shanahan

J. Wujek

J. Yan

S. Harris, Recording Secretary

S. Tomaz, Assistant Recording Secretary

**External Guest:** A. Robertson, Parliamentarian

#### **4. Roll Call & Apologies**

Apologies were extended on behalf of Trustees D'Amico and Piccininni, as well as Student Trustee Dallin.

#### **5. Approval of the Agenda**

MOVED by Trustee Rizzo, seconded by Trustee Andrachuk, that the Agenda, as amended to include the Addendum, incorporate the Education Development Charges (EDC) Agenda and to reorder it as the first item of business and to reorder Item 19a) Inquiry from Trustee Davis regarding the Recent Announcement concerning Parent Reaching Out (PRO) Grants after Item 11b) Annalisa Crudo-Perri, President – Ontario Association of Parents in Catholic Education (OAPCE) Toronto, regarding The Potential Loss of the PRO Grants, be approved.

Results of the Vote taken, as follows:

#### **In Favour**

#### **Opposed**

Trustees Andrachuk

Crawford

Davis

Del Grande

Martino

Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

### **EDUCATION DEVELOPMENT CHARGES**

#### **10. Presentations**

MOVED by Trustee Davis, seconded by Trustee Crawford that Item 10a) be adopted as follows:

- 10a) First Successor By-Law Public Meeting Number 2 – Cynthia Clarke, Director, Quadrant Advisory Group received.**

Results of the Vote taken, as follows:

#### **In Favour**

#### **Opposed**

Trustees Andrachuk  
Crawford  
Davis  
Del Grande  
Martino  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

## **18. Listing of Communications**

MOVED by Trustee Crawford, seconded by Trustee Martino, that Item 18a) be adopted as follows:

- 18a) Ministry B Memorandum – Temporary Cap on Education Development Charge Rates** received.

Results of the Vote taken, as follows:

### **In Favour**

### **Opposed**

Trustees Andrachuk  
Crawford  
Davis  
Del Grande  
Martino  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

## **REGULAR BOARD**

### **6. Reports from Private Session**

MOVED by Trustee Rizzo, seconded by Trustee Tanuan, that the matters discussed in PRIVATE Session, regarding a Delegation and the following Motion from a Verbal Update on EDCs Regulation Amendments - B Memorandum be approved:

*That staff provide a draft of letter, following the November 15, 2018 By-law Adoption Public Meeting, from the Chair and Director of the Board to the Minister as well as Members of Provincial Parliament (MPPs) in the high growth areas that outline the effect of this new regulation on the Toronto Catholic District School Board (TCDSB) long-term accommodation program.*

Results of the Vote taken, as follows:

#### **In Favour**

Trustees Andrachuk  
Davis  
Del Grande  
Martino  
Poplawski  
Tanuan

#### **Opposed**

Crawford  
Rizzo

The Motion was declared

CARRIED

## **8. Declarations of Interest**

There were none.

## **9. Approval and Signing of Minutes of the Previous Meetings**

MOVED by Trustee Crawford, seconded by Trustee Andrachuk, that Items 9a) to 9d) be adopted as follows:

- 9a) Special Board (Student Achievement) - September 6, 2018** received;
- 9b) Special Board - September 11, 2018** received;
- 9c) Special Board (Corporate Services) - September 13, 2018** received; and
- 9d) Regular Board - September 20, 2018** received.

Results of the Vote taken, as follows:

### **In Favour**

### **Opposed**

Trustees Andrachuk  
Crawford  
Davis  
Del Grande  
Martino  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

**CARRIED**

## 10. Presentations

MOVED by Trustee Andrachuk, seconded by Trustee Tanuan, that Items 10a) and 10b) be adopted as follows:

**10a) Monthly Report from the Chair of the Board** received; and

**10b) Monthly Report from the Director of Education** received.

Results of the Vote taken, as follows:

### In Favour

### Opposed

Trustees Andrachuk  
Crawford  
Davis  
Del Grande  
Martino  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Tanuan, seconded by Trustee Rizzo, that Item 10c) be adopted as follows:

**10c) Monthly Report from the Student Trustees** received.

Results of the Vote taken, as follows:

**In Favour**

**Opposed**

Trustees Andrachuk

Crawford

Davis

Del Grande

Martino

Poplawski

Rizzo

Tanuan

The Motion was declared

CARRIED

The Student Trustees wished to be recorded as voted in favour.

## **11. Delegations**

MOVED by Trustee Tanuan, seconded by Trustee Rizzo, that Item 11a) be adopted as follows:

### **11a) Annalisa Crudo-Perri, President - OAPCE Toronto, regarding The Potential Loss of The Parent Reaching Out Grants (PRO Grants)**

received and referred to staff for immediate action to address the possible loss of the funding for the PRO Grants.

MOVED in AMENDMENT by Trustee Rizzo, seconded by Trustee Tanuan, that this item be referred to the November 1, 2018 Student Achievement and Wellbeing, Catholic Education and Human Resources Committee meeting.

Results of the Vote taken on the Amendment, as follows:

| <b><u>In Favour</u></b> | <b><u>Opposed</u></b> |
|-------------------------|-----------------------|
| Trustees Del Grande     | Andrachuk             |
| Poplawski               | Crawford              |
| Rizzo                   | Davis                 |
| Tanuan                  | Martino               |

The Amendment was declared

LOST ON A TIE

MOVED in AMENDMENT by Trustee Davis, seconded by Trustee Rizzo, that the item be received and referred to staff for the Director of Education to send an email to all Parent Council Chairs informing of the action regarding PRO Grants, and that the Chair send an email informing of same and of the phone numbers and emails for the Minister of Education and the constituents of Queen's Park.

Results of the Vote taken on the Amendment, as follows:

| <b><u>In Favour</u></b> | <b><u>Opposed</u></b> |
|-------------------------|-----------------------|
| Trustees Andrachuk      | Del Grande            |
| Davis                   | Crawford              |
| Rizzo                   | Poplawski             |
| Martino                 |                       |
| Tanuan                  |                       |

The Amendment was declared

CARRIED

Results of the Vote taken on the Motion, as amended, as follows:

**In Favour**

**Opposed**

Trustees Andrachuk  
Crawford  
Davis  
Poplawski  
Martino  
Rizzo  
Tantuan

Del Grande

The Motion, as amended was declared

CARRIED

**19. Inquiries and Miscellaneous**

MOVED by Trustee Davis, seconded by Trustee Crawford, that Item 19a) be adopted as follows:

**19a) From Trustees Davis regarding the Recent Announcement concerning PRO Grants received.**

Results of the Vote taken, as follows:

**In Favour**

**Opposed**

Trustees Andrachuk  
Crawford  
Davis  
Martino  
Poplawski  
Rizzo  
Tantuan

Del Grande

The Motion was declared

CARRIED

**14. Matters Recommended by Statutory Committees of the Board**

MOVED by Trustee Tanuan, seconded by Trustee Crawford, that Item 14a) be adopted as follows:

- 14a) Minutes of the Toronto Catholic Parent Involvement Committee (CPIC) Meeting held June 18, 2018 received.**

Results of the Vote taken, as follows:

**In Favour**

**Opposed**

Trustees Crawford

Andrachuk

Davis

Del Grande

Martino

Poplawski

Rizzo

Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Andrachuk, seconded by Trustee Martino, that Item 14b) be adopted as follows:

**14b) Minutes of the Special Education Advisory Committee (SEAC) Meeting held September 19, 2018** received and:

That the Safe School Department provide the number and percentage of students with and without Individual Education Plan (IEP) that have been suspended;

That an Information Fair be held on Special Education using the PRO Grant money that has been secured, and that this fair be held before December 2018;

That a representative from the Ontario Human Rights Commission (OHRC) be invited to speak at a SEAC meeting; and

That the following recommendations be referred to the Governance and Policy Committee:

- 1) That all existing and new policies be reviewed to reflect the OHRC Accessible Education for Students with Disabilities Policy Document;
- 2) That the Board's Special Education Plan be reviewed and updated to reflect the OHRC Accessible Education for Students with Disabilities Policy Document; and
- 3) That the Board put a policy in place that will be reflective of the OHRC Accessible Education for Students with Disabilities Policy Document

Results of the Vote taken, as follows:

**In Favour**

**Opposed**

Trustees Andrachuk  
Crawford  
Davis

Del Grande  
Martino  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Tanuan, seconded by Trustee Rizzo, that Item 14c) be adopted as follows:

**14c) Minutes of the Toronto Catholic Parent Involvement Committee (CPIC) Meeting held September 17, 2018** received and that the following CPIC recommendations to Board be referred to staff:

1. Motion 18/09-13 - That Toronto CPIC refer the triangle diagram to TCDSB Staff to look at other ways of presenting this idea to TCDSB Parents. This presentation should be reviewed by this Committee prior to being formalized by the Board of Trustees; and
2. Motion 18/09-05 - That the Toronto CPIC recommend to the Board of Trustees to enact uniform school-based signage that conveys amongst other things:
  - a. name and contact information for the school Principal;
  - b. name and contact information for the school Vice-Principal;
  - c. name of the school Secretary and contact information for the school;
  - d. name of the CSPC Chair and TCDSB contact information;
  - e. name and contact information for the school Superintendent;
  - f. name and contact information for the Ward Trustee; and
  - g. school Board main information line and website

Additionally, staff should consider a low-cost implementation and execution method such as a mounted 8.5x11 sheet attached to the inside of a school door window to allow for frequent changeover and updating of the information sheet.

Trustee Andrachuk requested that the Question be split.

Results of the Vote taken on Part 2 of the Motion, as follows:

**In Favour**

Trustees Crawford  
Tanuan

**Opposed**

Andrachuk  
Davis  
Del Grande  
Martino  
Poplawski  
Rizzo

Part 2 of the Motion was declared

LOST

Results of the Vote taken on Part 1 of the Motion, as follows:

**In Favour**

Trustees Andrachuk  
Crawford  
Davis  
Del Grande  
Poplawski

**Opposed**

Martino

Rizzo  
Tanuan

Part 1 of the Motion was declared

CARRIED

Results of the Vote taken on the Motion, as amended, as follows:

**In Favour**

**Opposed**

Trustees Andrachuk  
Crawford  
Davis  
Del Grande  
Poplawski  
Rizzo  
Tanuan

Martino

The Motion, as amended, was declared

CARRIED

**CONSENT AND REVIEW**

The Chair reviewed the Order Paper and the following Items were held.

- 16b) Trustee Davis
- 17c) Trustee Davis
- 17d) Trustee Rizzo

MOVED by Trustee Davis, seconded by Trustee Crawford, that the Items not held be received, along with the Staff Recommendations.

Results of the Vote taken, as follows:

**In Favour**

**Opposed**

Trustees Andrachuk  
Crawford  
Davis  
Del Grande  
Poplawski  
Martino  
Rizzo  
Tanuan

The Motion was declared

CARRIED

**MATTERS AS CAPTURED IN THE ABOVE MOTION**

- 16a) H.M.33 Acceptance of Hospitality or Gifts Policy Metric** received;
- 17a) Report From Governance to Update the Electronic Participation in Meetings Policy T.19** that the Board accept the recommendation of the Governance and Policy Committee and approve the Electronic Participation in Meetings of the Board, Committees of the Board, and the Committee of the Whole Board Policy (T.19) as amended and proposed in Appendix A; and
- 17b) Report of the Governance and Policy Committee to Update Copyright Policy (A.11)** that the Board accept the recommendation of the Governance

and Policy Committee and approve the Copyright Policy (A.11) as amended and proposed in Appendix A.

**16. Reports of Officials for the Information**

MOVED by Trustee Davis, seconded by Trustee Andrachuk, that Item 16b) be adopted as follows:

**16b) Report on Entry and Exit Survey for Students 2017-2018 received.**

Results of the Vote taken, as follows:

**In Favour**

**Opposed**

Trustees Andrachuk  
Crawford  
Davis  
Del Grande  
Poplawski  
Martino  
Rizzo  
Tanuan

The Motion was declared

CARRIED

**17. Reports of Officials Requiring Action of the Board of Trustees**

MOVED by Trustee Davis, seconded by Trustee Tanuan, that Item 17c) be adopted as follows:

**17c) Report of the Governance and Policy Committee to Update the Fair Practice in Hiring and Promotion Policy (H.M.40) that the Board accept the recommendation of the Governance and Policy Committee and approve**

the Fair Practice in Hiring and Promotion Policy (H.M.40) as amended and proposed in Appendix A.

Results of the Vote taken, as follows:

**In Favour**

**Opposed**

Trustees Andrachuk  
Crawford  
Davis  
Del Grande  
Poplawski  
Martino  
Rizzo  
Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Rizzo, seconded by Trustee Crawford, that Item 17d) be adopted as follows:

- 17d) Report of the Governance and Policy Committee to Update the Access to Students in Schools Policy (S.S.04)** that the Board accept the recommendation of the Governance and Policy Committee and approve the Access to Students in Schools Policy (S.S.04) as amended and proposed in Appendix A.

Results of the Vote taken, as follows:

**In Favour**

**Opposed**

Trustees Andrachuk  
Crawford  
Davis  
Del Grande  
Poplawski  
Martino  
Tanuan

Rizzo

The Motion was declared

CARRIED

**19. Inquiries and Miscellaneous**

- 19a) Inquiry from Trustee Rizzo regarding Communication concerning IL during the IL Survey Period noted.**

Trustee Kennedy joined the meeting via Teleconference at 9:25 pm.

Trustee Martino left the meeting at 9:25 pm.

**20. Updating of Pending Items Lists**

MOVED by Trustee Andrachuk, seconded by Trustee Tanuan, that Items 20a) and 20b) be adopted as follows:

- 20a) Master Pending List and Rolling Calendar; and**

- 20b) Annual Calendar of Reports and Policy Metrics received.**

Results of the Vote taken, as follows:

**In Favour**

**Opposed**

Trustees Andrachuk

Crawford

Davis

Del Grande

Kennedy

Poplawski

Rizzo

Tanuan

The Motion was declared

CARRIED

Trustee Del Grande disconnected via Teleconference.

MOVED by Trustee Davis, seconded by Trustee Crawford, that the meeting resolve back into PRIVATE Session, following a recess.

Results of the Vote taken, as follows:

**In Favour**

**Opposed**

Trustees Andrachuk

Crawford

Davis

Kennedy

Poplawski

Rizzo

Tanuan

The Motion was declared

CARRIED

**22. Adjournment**

The meeting did not adjourn as Quorum was lost following the Recess prior to the PRIVATE Session.

---

SECRETARY

---

CHAIR

## **OUR MISSION**

*The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.  
We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.*

## **OUR VISION**

*At Toronto Catholic we transform the world  
through witness, faith, innovation and action.*



# **MINUTES OF THE SPECIAL MEETING OF THE TORONTO CATHOLIC DISTRICT SCHOOL BOARD PUBLIC SESSION**

**HELD TUESDAY, OCTOBER 30, 2018**

## **PRESENT:**

### **Trustees:**

M. Rizzo, Acting Chair  
A. Andrachuk  
N. Crawford  
J. A. Davis – via Teleconference  
A. Kennedy  
B. Poplawski  
G. Tanuan

S. Harris, Recording Secretary

### **3. Roll Call & Apologies**

Apologies were extended on behalf of Trustees D'Amico, Del Grande, Martino and Piccininni.

### **4. Approval of the Agenda**

MOVED by Trustee Tanuan, seconded by Trustee Andrachuk, that the Agenda be adopted as follows:

Results of the Vote taken, as follows:

**In Favour**

**Opposed**

Trustees Andrachuk  
Crawford  
Davis  
Kennedy  
Poplawski  
Rizzo  
Tanan

The Motion was declared

CARRIED

**6. Reports from Private Session**

MOVED by Trustee Rizzo, seconded by Trustee Andrachuk, that all items discussed in DOUBLE PRIVATE Session regarding the Director's Report on Goal Achievement and Verbal Discussion of the Director Performance Feedback Survey, be approved.

Results of the Vote taken, as follows:

**In Favour**

**Opposed**

Trustees Andrachuk  
Crawford  
Davis  
Kennedy  
Poplawski  
Rizzo  
Tanan

The Motion was declared

CARRIED

**8. Declarations of Interest**

There were no Declarations of Interest.

**21. Adjournment**

MOVED by Trustee Andrachuk, seconded by Trustee Crawford, that the meeting be adjourned.

Results of the Vote taken, as follows:

**In Favour**

**Opposed**

Trustees Andrachuk  
Crawford  
Davis  
Kennedy  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

---

SECRETARY

---

CHAIR



## **Chair's Monthly Report October – November 2018**

Following are highlights for the period of October 19<sup>th</sup> – November 30<sup>th</sup>

### **October 20**

- Along with the Director delivered greetings at the Catholic School Parent Council Welcome Event at the CEC

### **October 25**

- Along with the Director delivered greetings at the Annual Toronto Catholic Principal and Vice Principal Association Retirement Dinner

### **October 29**

- Along with the Director attended and delivered remarks at the Latin Hispanic Canadian Heritage Month mass at St. Basil the Great
- Along with the Director attended and delivered remarks at the Annual PLASP Parent and Community Meeting

### **November 5**

- Along with the Chief of Police, Vice Chair of the Toronto Police Services Board, the Director and Superintendent of Safe Schools attended and delivered remarks at the 2018 Crime Prevention Week Kick-off event at Bishop Marrocco/Thomas Merton.

### **November 6**

- Along with the Director delivered remarks at the Ontario Association of Parents in Catholic Education Commissioning Event at the CEC

## **November 7**

- Along with the Director had the pleasure to address the Retirees at our the Annual Board Wide Retirement Mass at the CEC

## **November 8**

- Attended a Queen's Park reception on the occasion of the visit to Toronto of Mr. Stanislaw Karczewski Speaker of the Senate of the Republic of Poland and to celebrate the Centenary of Poland Regaining Independence and the National Independence Day of Poland
- Along with the Director, Trustees and Senior Staff had the pleasure of attending the Annual Cardinal's Dinner held at the Metro Convention Centre

## **November 9**

- Along with the Director, Trustee Crawford and staff of the CEC had the honour of paying tribute to the men and women who fought for the freedom we enjoy today at the Board's Remembrance Day Celebration

## **November 11**

- Attended the Civic Memorial Day service at Fort York

## **November 20**

- Will attend the Annual Board Wide Memorial Mass at the CEC

## **November 24**

- Will attend the Ontario Association of Parents in Catholic Education 2018 Conference at St. Francis Xavier 50 Bristol Road in Mississauga

## **November 28**

- Will deliver greetings at the Indigenous Parent Engagement Evening at the CEC

## **November 30**

- Will attend the Celebration of Life in honour of Senator Tobias Enverga at the Metropolitan Hall in Scarborough



## **Director's Monthly Report October – November 2018**

Following are highlights for the period of October 19<sup>th</sup> – November 30<sup>th</sup>

### **October 20**

- Along with the Chair delivered greetings at the Catholic School Parent Council Welcome Event at the CEC

### **October 25**

- Along with the Chair delivered greetings at the Annual Toronto Catholic Principal and Vice Principal Association Retirement Dinner

### **October 29**

- Along with the Chair attended and delivered remarks at the Latin Hispanic Canadian Heritage Month celebration at St. Basil the Great College
- Held meeting with Toronto Public Health at the CEC
- Along with the Chair attended and delivered remarks at the Annual PLASP Parent and Community Meeting

### **October 30**

- Held a meeting with The Learning Partnership at the CEC
- Brought greetings to The Catholic Student Leadership Impact Team at the CEC

### **November 2**

- Had the pleasure to attend Neil McNeil's 60<sup>th</sup> Anniversary Dinner

### **November 3**

- Along with TCDSB staff attended the 5<sup>th</sup> Annual Canadian Samaritans for Africa Awareness and Charity Dinner

### **November 5**

- Along with the Chief of Police, Vice Chair of the Toronto Police Services Board, the Chair and Superintendent of Safe Schools attended and delivered remarks at the 2018 Crime Prevention Week Kick-off event at Bishop Marrocco/Thomas Merton.

### **November 6**

- Along with the Chair delivered remarks at the Ontario Association of Parents in Catholic Education Commissioning Event at the CEC

### **November 7**

- Along with the Chair had the pleasure to address the Retirees at our the Annual Board Wide Retirement Mass at the CEC

### **November 8**

- Attended the Pre - Specialist High Skills Major Program Day with various Secondary Schools at the Hanger in Downsview Park
- Along with the Chair, Trustees and Senior Staff had the pleasure of attending the Annual Cardinal's Dinner held at the Metro Convention Centre

### **November 9**

- Along with the Chair, Trustee Crawford and staff of the CEC had the honour of paying tribute to the men and women who fought for the freedom we enjoy today at the Board's Remembrance Day Celebration

### **November 10**

- Along with Trustee Kennedy, Trustee Tanuan and Senior Staff had the pleasure of attending the annual ALPHA Education Dinner which was held at LeParc Banquet Hall in Thornhill

**November 13**

- Attended the K-8 Principal Meeting for Areas 1 – 4 at St. Roch Catholic Elementary School

**November 14**

- Along with Senior Staff hosted Grade 9 Students at the CEC for Take Your Kids to Work Day

**November 15**

- Brought greetings at the Business Leaders Retreat

**November 16**

- Will bring greetings at the Business Leaders Retreat

**November 20**

- Will attend TCDSB's Elementary Young Disciples Day for Areas 3-4 at St. Roch Parish Hall and the Safe School Ambassador Symposium
- Will attend the Annual Board Wide Memorial Mass at the CEC

**November 24**

- Will attend the Ontario Association of Parents in Catholic Education 2018 Conference in Mississauga

**November 28**

- Will deliver greetings at the Indigenous Parent Engagement Evening at the CEC

**November 29**

- Will attend the Student Success Conference for Areas 5 – 8

**November 30**

- Will attend the Celebration of Life in honour of Senator Tobias Enverga at the Metropolitan Hall in Scarborough

## **November Student Trustee Board Report**



### **Student Trustee Update:**

- This past month, Student Trustee Dallin and CSLIT Student Leaders attended the Ontario Catholic Student Leadership Conference in Niagara. CSLIT student leaders had the opportunity to network like-minded peers around the province and many said that this conference reinforced their faith.
- The Student Trustees successfully hosted the October Student General Assembly.
- Student Trustees attend the OSTA-AECO FGM Conference, where they were able to learn about boardroom basics, recent changes in education introduced by the new government and how to maintain professional etiquette online.
- The Research Department approved the request for a Student-led Collaborative Inquiry. The Student Trustees are in the process of reaching out to schools to set up preliminary dates for focus group discussions.

### **Social Affairs Subcommittee:**

On October 30th, the Social Affairs Committee successfully hosted CSLIT Spooky Fiesta, a networking event for students aimed at collecting non-perishable food items for members of our community. This event raised over 50 pounds of food for the Daily Bread Food Bank. The Social Affairs Committee is now planning CSLIT's annual Christmas Social, an event in which students across the TCDSB will be able network and make new friends before Christmas. All proceeds from the event will go towards the Angel Foundation for Learning.

### **Angel Foundation for Learning Subcommittee Update:**

Since last month the AFL subcommittee has had their first meeting, where Isabella Romano was appointed secretary, and Grace Kalu appointed treasurer. The angel council has their second meeting scheduled for November 13th, where we will further organize our 50/50 draw, CSLIT on ice, and Christmas Social. The Angel Foundation Gala to Feed the Soul will take place on November 9th, and in attendance will be the CSLIT Director of AFL, along with two subcommittee members. The angel council's main focus for the upcoming months is to infiltrate the 50/50 draw into CSLIT general assemblies and to further organize our events.

**Social Justice Subcommittee Update:**

This past month, the Social Justice subcommittee is outlining the agenda Global Sandwich Conference which will include guest speakers and sponsors. Through this event the Social Justice Subcommittee will be able to provide equal opportunities for all international students and the greater student body by offering them sources about their future career paths. The conference will take place on December 20th, 2018.

**Elementary Affairs Subcommittee Update:**

The Elementary Catholic Student Leadership Impact Team held their second meeting of the year on November 1, 2018. 20 schools attended with a total of 119 elementary student leaders. Inclusion and Belonging, Environmental Awareness, and Safe Schools are ECSLIT's pillars of focus for the 2018-2019 school year. Guest speaker Derek Forgie's presentation on how to reduce one's carbon footprint addressed the Environmental Awareness pillar. Also on November 1, the Directors of Elementary Affairs presented a report regarding ECSLIT's three pillars to the Board of Trustees. As mentioned at the board meeting, the Elementary Affairs Directors will write a report every two months on the ECSLIT's progress on tackling the three pillars.

**Equity Subcommittee Update:**

Over this past month, the Equity subcommittee met to discuss plans for the upcoming year. After the meeting, they decided to run one major event which will be the Inclusion and Belonging Retreat. Furthermore, the Equity Director is looking for volunteering places where the subcommittee and the general student body can lend a hand. Moving forward, the subcommittee wants to hold a Christmas Movie Night where we will have people bring in canned food or a toy as their 'entrance fee'.

**Faith Subcommittee Update:**

Firstly, the Faith Director edited the November prayer and presented it to elementary student leaders at the ECSLIT meeting. Secondly, the Faith Ambassador will volunteer at the Retirement mass in November with two subcommittee members. Moving forward, the faith subcommittee will be meeting this month to create preliminary outlines about the religious retreat they want to host.

**Public Relations Subcommittee Update:**

In the month of November, Public Relations has continued to manage and interact with the student body of CSLIT and staff of the TCDSB through its social media platforms (Instagram and Twitter).

Furthermore, Public Relations has managed the Catholic Student Leadership website, and have composed blog posts regarding CSLIT and ECSLIT endeavors, along with the Newcomer's Conference in early October, with the hopes of summarizing events for students and staff who were not able to attend, or for anyone who may be curious as to what happens at Catholic Student Leadership events.



# **TORONTO CATHOLIC DISTRICT SCHOOL BOARD**

## **DELEGATION REGISTRATION FORM FOR STANDING OR OTHER COMMITTEES**

**PLEASE BE ADVISED THAT ALL STANDING  
COMMITTEE MEETINGS ARE BEING RECORDED**

For Board Use  
Only

Delegation No. \_\_\_\_\_

☐ Public Session  
☐ Private Session  
☐ Three (3)  
 Minutes

|  |  |
|--|--|
| Name   | Marnie MacCallum   |
| Committee  | Regular / Special Board  |
| Date of Presentation   | 11/15/2018   |
| Topic of Presentation  | Appreciation   |
| Topic or Issue   | To Trustee Jo-Anne Davis for her 8 years of Service to Ward 9  |
| Details  | I would like a small group of parents and students to present Trustee Davis with a bouquet of flowers. |
| Action Requested   | A spot on the Agenda   |
| I am here as a delegate to speak only on my own behalf   | { 1) I am here as a delegation to speak only on my own behalf }  |
| I am an official representative of the Catholic School Parent Committee (CSPC)                                       |  |
| I am a official representative of student government   |  |
| I am here as a spokesperson for another group or organization  |  |
| I have read, understand and agree to comply with the rules for Delegations as per the TCDSB Delegations Policy T.14. | I Agree  |
| Submittal Date   | 10/26/2018   |



**REPORT TO**

**REGULAR BOARD**

## MULTI-YEAR STRATEGIC PLAN ANNUAL UPDATE FOR 2017-2018

*In everything he did he had great success, because the Lord was with him.  
1 Samuel 18:14*

| Created, Draft   | First Tabling     | Review                                      |
|------------------|-------------------|---|
| November 1, 2018 | November 15, 2018 | <a href="#">Click here to enter a date.</a> |

Gina Iuliano Marrello, Superintendent of Student Success  
Marina Vanayan, Sr. Coordinator, Research Department  
Dan Koenig, Associate Director of Academic Affairs

### INFORMATION REPORT

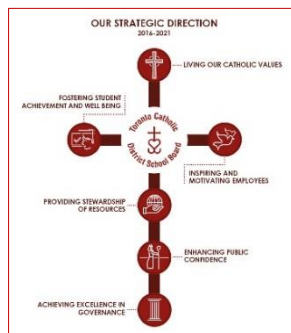
**Vision:**

*At Toronto Catholic we transform the world through witness, faith, innovation and action.*

**Mission:**

*The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.*

*We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.*



**Rory McGuckin**  
Director of Education

**D. Koenig**  
Associate Director  
of Academic Affairs

**T. Robins**  
Acting Associate Director  
of Planning and Facilities

**L. Noronha**  
Executive Superintendent  
of Business Services and  
Chief Financial Officer

## A. EXECUTIVE SUMMARY

This Report contains an annual review on the status of the TCDSB Multi-Year Strategic Plan 2016-2021, as at August 31, 2018.

A comprehensive review and status update of all the Directions, Priorities, and Goals as well as Areas of Focus/Next Steps is provided in the document, *Multi-Year Strategic Plan 2016-2021: 2017-2018 Report Back*, (**APPENDIX**).

The comparative table found below, on the Status of Goals for 2016-2017 and 2017-2018, shows the following:

- There has been an overall improvement in the Status of Goals.
- There has been a percentage increase for Goals identified with the Status **On Target** or **Monitor** from 79% in 2016-2017 to 89% in 2017-2018.
- The one Strategic Direction with the Status, **Action Required**, is *Fostering Student Achievement and Well-Being*.

| Strategic Direction                                    | Status of Goals<br>2016-2017                  | Status of Goals<br>2017-2018                  | Overall<br>Status |
|--|---|---|-------------------|
| <b>A.</b> Living our Catholic Values                   | 3 On Target<br>1 Action Required              | 2 On Target<br>2 Monitor                      | Monitor           |
| <b>B.</b> Fostering Student Achievement and Well-Being | 2 On Target<br>5 Monitor<br>4 Action Required | 5 On Target<br>3 Monitor<br>3 Action Required | Action Required   |
| <b>C.</b> Enhancing Public Confidence                  | 4 On Target<br>1 Monitor<br>1 Action Req.     | 4 On Target<br>2 Monitor                      | On Target         |
| <b>D.</b> Providing Stewardship of Resources           | 6 On Target<br>1 Monitor                      | 6 On Target<br>1 Monitor                      | On Target         |
| <b>E.</b> Achieving Excellence in Governance           | 3 On Target<br>1 Monitor                      | 3 On Target<br>1 Monitor                      | On Target         |
| <b>F.</b> Inspiring and Motivating Employees           | 1 On Target<br>3 Monitor<br>2 Action Required | 1 On Target<br>4 Monitor<br>1 Action Required | Monitor           |

*The cumulative staff time required to prepare this report was 95 hours*

## **B. PURPOSE**

1. To provide the Board of Trustees with an annual report on the status of the MYSP goals.
2. On March 3, 2016, at the Student Achievement and Well-Being, Catholic Education and Human Resources Committee, the Board of Trustees passed a motion:

That an annual report to the Board of Trustees indicating those *specific metrics being used to measure annual progress against each approved MYSP goal be provided.*

## **C. BACKGROUND**

1. **April 4, 2012** – Board approved its first Multi-Year Strategic Plan 2012-2015. It was determined that feedback would be provided on an annual basis.
2. **May 29, 2014** – At Student Achievement and Well Being, Catholic Education and Human Resources Committee, staff presented the results from the stakeholder surveys. Trustees approved a motion requesting staff come back with a report to the Student Achievement and Well Being, Catholic Education and Human Resources Committee summarizing progress against the goals and focus areas for the final year.
3. **September 11, 2014** – At Student Achievement and Well Being, Catholic Education and Human Resources Committee, staff presented a MYSP Interim Report Card that evaluated the board's progress in achieving the goals as outlined in the MYSP. The process was informed by stakeholder feedback and staff assessments. It also reported on next steps to be taken to move the board closer to achieving its goals.
4. **September 30, 2014** – The MYSP Report Card was distributed to all TCDSB stakeholders.
5. **February 19, 2015** – at Regular Board, staff presented a report to inform Trustees of considerations and planning for the development of the next version of the TCDSB Multi-Year Strategic Plan.

6. **March 3, 2016** – At Student Achievement and Well Being, Catholic Education and Human Resources Committee, Trustees approved the Multi-Year Strategic Plan, which would be in place from 2016-2021.
7. **September - December 2016** – Senior staff and senior leaders within TCDSB reviewed and provided metrics for the current Multi-Year Strategic Plan.
8. **January 26, 2017** – At the Regular Board Meeting, the *Annual Report on Metrics for the TCDSB Multi-Year Strategic Plan* was provided to Trustees.
9. **January 2018 - April 2018** – Senior staff and senior leaders within TCDSB reviewed and updated the structure for reporting back on the Multi-Year Strategic Plan.
10. **April 19, 2018** - At the Regular Board Meeting, senior staff revised the format for the report to Board on the status of goals in the Multi-Year Strategic Plan for the 2016-2017 school year. In the Metrics and Accountability section, it was noted that going forward staff would provide an update on the status of the Multi-Year Strategic Plan in the fall of 2018, as per the revised Calendar of Annual Reports.
11. **April – October 2018** - Senior staff and senior leaders within TCDSB collected, reviewed, and assessed data in order to prepare the report on the Multi-Year Strategic Plan – Annual Update for the 2017-2018.

#### **D. EVIDENCE/RESEARCH/ANALYSIS**

1. The current Multi-Year Strategic Plan, as amended in 2016, will be in place September 2016-2021.
2. The TCDSB Multi-Year Strategic Plan consists of 6 Strategic Directions, 9 Priority Actions, and 38 Strategic goals.
3. In April 2018, informed by the Ontario Ministry of Education document, *Multi-Year Strategic Planning 2017*, staff developed a new framework and template for assessing and reporting on the Strategic Goals. The document, *Multi-Year Strategic Plan 2016-2021: 2017-2018 Report Back*, (**APPENDIX**), provides a comprehensive review and status update of all the Directions, Priorities, and Goals as well as Areas of Focus/Next Steps.

4. Senior staff with responsibility for each of the 6 Strategic Directions reviewed each of the Priority Actions and Goals and engaged in the following process: refined targets; considered the evidence with regard to meeting the target; indicated the status of each Goal by assessing whether the target was met.
5. For each Goal, the following information is provided: Targets, Evidence, and Status.
6. Staff used the following scale, adapted from the Ontario Ministry document, *Multi-Year Strategic Planning 2017*, to determine the Status in terms of meeting goals Goals/Targets:
  - ON TARGET – On track
  - MONITOR – On Track but requires additional support
  - ACTION REQUIRED – Not on track
7. Areas of Focus/Next Steps were outlined for Goals where status was **Monitor** or **Action Required**.
8. A review of the 38 goals indicates an overall improvement in the status of goals. Goals with the Status **On Target** or **Monitor** moved from 79% (30 of 38 Goals) in 2016-2017 to 89% (34 of 38 Goals) in 2017-2018. Ongoing monitoring and actions will be needed to continue to make progress towards realizing our MYSP.
9. Below is a high-level summary for each Strategic Direction looking back and moving forward.

### **Living Our Catholic Values:**

2017-18 marked the Year of the School in our three-year of Pastoral Plan, which ended last year. This current school year, 2018-2019, marks the start of our new 3 year Pastoral Plan, ***Rooted in Christ: We Belong, We Believe, We Become.*** For the current school year, the TCDSB community will focus on ***Rooted in Christ: We Belong.***

### **Fostering Student Achievement and Well-Being:**

Overall, TCDSB literacy results in Grades 3, 6, and 10 remain strong with scores at or above 75% of students achieving Level 3 or Level 4.

The Primary and Junior EQAO mathematics assessment results remain low for both the Board and the Province.

At the secondary level, Grade 9 applied mathematics scores for TCDSB have shown improvement and are above the province; however, results continue to be low. In both Grade 9 academic mathematics and OSSLT, the Board mirrors the Province and maintains strong results.

### **Enhancing Public Confidence:**

There is evidence of improved transparency, communication, and engagement; in 2017-2018, a Parent Survey and an Administrator Survey were introduced.

### **Providing Stewardship of Resources:**

TCDSB maintains an operating reserve of 1% and continues to build additional reserves for financial sustainability and strategic initiatives. Enhanced financial reporting and accountability measures implemented, i.e. Annual Budget Book and Financial Reserve Strategy, ensures fiscal responsibility and continued alignment with the Multi-Year Strategic Plan

### **Achieving Excellence in Governance:**

Improved efficiency has been achieved through refined procedures, including workshops for Trustee and a systematic review of TCDSB policies. Senior staff members have committed to completing the Ontario Catholic Schools Trustee Associations (OCSTA) governance modules in order to build their own understanding of effective school governance.

### **Inspiring and Motivating Employees:**

There is evidence of achievement in the area of succession planning; implementation of a new Employee Family Assistance plan took place in December 2017.

#### **D. METRICS AND ACCOUNTABILITY**

1. Staff will continue to monitor the Directions, Priorities, Goals and Targets set for the Multi-Year Strategic Plan.
2. Staff will provide an update on the status of the Multi-Year Strategic Plan in the fall of 2019, as per *The Calendar of Annual Reports*.
3. To inform the next version of the Multi-Year Strategic Plan, staff will undertake a review of current practices in terms of scope, number, and specificity of goals to ensure that they are Strategic, Measureable, Achievable, Reasonable/Relevant, Time-Bound (*SMART* goals).

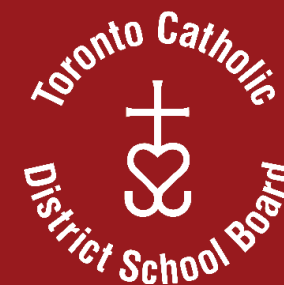
#### **E. CONCLUDING STATEMENT**

This report is for the consideration of the Board.

# MULTI-YEAR STRATEGIC PLAN 2016-2021

## 2017 - 2018 Report Back

*Presented to Board on November 15, 2018*





## OUR MISSION

*The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.*

*We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.*

## OUR VISION

*At Toronto Catholic, we transform the world through witness, faith, innovation and action.*

## OUR STRATEGIC DIRECTION

2016-2021

### FOSTERING STUDENT ACHIEVEMENT AND WELL BEING

*To support our students in achieving academic excellence and meeting the Ontario Catholic School Graduate Expectations*



### PROVIDING STEWARDSHIP OF RESOURCES

*To establish integrated decision-making structures and processes to support responsive and responsible allocation of resources*



### ACHIEVING EXCELLENCE IN GOVERNANCE

*To lead and model best practices in Board governance*



### LIVING OUR CATHOLIC VALUES

*To understand and apply Catholic Teaching to all that we do*



### INSPIRING AND MOTIVATING EMPLOYEES

*To create a learning and work environment that is equitable and diverse, and that supports professional learning, innovation and collaboration*



### ENHANCING PUBLIC CONFIDENCE

*To create enhanced, regular communication with all stakeholders*



# TCDSB Multi-Year Strategic Plan 2016-2021

## 2017 - 2018 Report Back

*Presented to Board on November 15, 2018*

TORONTO CATHOLIC SCHOOL BOARD

80 Sheppard Ave East

Toronto, ON M2N 6E8

Phone (416) 222-8282

[www.tcdsb.org](http://www.tcdsb.org)

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## Multi-Year Strategic Plan Report Back: OVERVIEW

The Multi-Year Strategic Plan contains 6 Strategic Directions, 9 Priority Actions, and 38 Goals. In this Report Back, for each **goal**, **targets** for 2017 - 2018 are identified, and supporting **evidence** is included.

The **status** of each goal is updated using the following scale:

- On Target - On Track
- Monitor - On Track but requires additional support
- Action Required - Not on track

**Areas of Focus/Next Steps** are identified where applicable, a target of 75% positive result has been identified in alignment with Ministry standards (Level 3). Where the target has been achieved, a revised target has been identified. Throughout this document, reference to **BLIP Areas of Focus** have been identified.

## TCDSB System-wide surveys

Comprehensive surveys are administered annually to collect feedback from students and teachers in all schools. The following surveys will be referenced throughout the document.

|                     | PANEL                  | SURVEY   | SCOPE                              | N in 2017-2018 |
|---------------------|------------------------|--|------------------------------------|----------------|
| STUDENT VOICE       | Elementary             | Safe and Caring Catholic School Climate Survey (SCCSC) | All Grade 6 and 8 students         | 10,100         |
|                     | Secondary              | Student Transition (ST)                                | Sample of Grade 9 students         | 3,212          |
|                     |                        | My School My Voice (MSMV)                              | Sample of Grade 10 and 12 students | 5,228          |
|                     |                        | Safe Schools   | Sample of Grade 9 to 12 students   | 5,144          |
| TEACHER VOICE       | Elementary             | Teacher Voice  | All teachers                       | 1,023          |
|                     | Secondary              | Teacher Voice  | All teachers                       | 612            |
| ADMINISTRATOR VOICE | Elementary             | Administrator Voice                                    | All principals and vice-principals | 131            |
|                     | Secondary              | Administrator Voice                                    | All principals and vice-principals | 42             |
| PARENT VOICE        | Elementary & Secondary | Parent/Guardian Voice                                  | All parents                        | 2,615          |

<https://www.tcdsb.org/Board/MYSP/Pages/MultiYearStrategicPlan.aspx>

STRATEGIC  
DIRECTION

## A

## LIVING OUR CATHOLIC VALUES



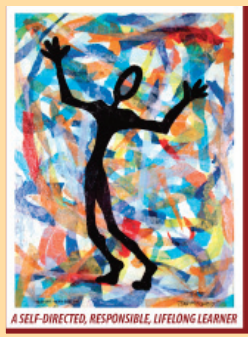
## PRIORITY ACTION #1

To understand and apply Catholic Teachings to all that we do:

## GOAL

Students will be instructed in a curriculum that is rooted and informed by the Ontario Catholic School Graduate Expectations.

A1.1



## TARGET

75% of students, teachers and administrators will respond positively to:

## STUDENT VOICE SURVEY QUESTION:

I am familiar with the Ontario Catholic School Graduate Expectations.

TEACHER and ADMINISTRATOR  
VOICE SURVEY QUESTIONS:

Pedagogy and instruction are aligned with the Ontario Catholic School Graduate Expectations.

Students are encouraged to live their life like Jesus as outlined by the Ontario Catholic School Graduate Expectations.

## EVIDENCE

Survey results indicate students are instructed in curriculum informed by the Ontario Catholic Graduate Expectations.

## Students were familiar with the Ontario Catholic School Graduate Expectations:

- Elementary 75%
- Secondary 69%

## Teachers and Administrators agreed:

- Elementary - Teachers 92%; Administrators 92%
- Secondary - Teachers 87%; Administrators 83%
- Elementary - Teachers 94%; Administrators 95%
- Secondary - Teachers 82%; Administrators 93%

On Target

STATUS

**GOAL**

Staff and Trustees will participate in ongoing faith development through liturgical celebrations and opportunities for spiritual retreats.

**A1.2****AREA OF FOCUS/NEXT STEP:**

- Increased and more targeted communication regarding opportunities for employees (e.g., announcements and email communication encouraging participation at retreats at principal meetings, vice-principal meetings and business leaders meetings).

**TARGET**

School staff will have the opportunity to participate in monthly liturgical celebrations.

Central staff and Trustees will have the opportunity to participate in monthly liturgical celebrations.

90% of School Administrators and Business Leaders will participate in spiritual retreats by 2021.

**EVIDENCE**

All schools hold one Faith Day, and monthly liturgical celebrations as per the liturgical calendar.

**Liturgical celebrations at the CEC:**

- Heart of Welcome Mass (September)
- Thanksgiving Mass (October)
- Remembrance Day Mass (November)
- Advent Reflections (December)
- Advent Mass (December)
- Epiphany Cheer (January)
- Ash Wednesday (February/March)
- Lenten Reflections (February - April)
- Easter Mass (March/April)
- End of Year Mass (June)
- Daily Masses and weekly Rosary
- First Friday Masses (Monthly)
- Last Friday Adoration (Monthly)

**Special invitations:**

- A Catholic Call to Service Mass (October)
- Young Disciples Ignite (Teaching Mass) (October/November)
- Memorial Mass (November)
- 25 Year Recognition Mass (February)
- Catholic Education Week (Province-wide) Mass (May)
- Pastoral Plan Launch (May)
- Retirement Mass (May)

**2017-2018 participation in spiritual retreats:**

- Principals 165/196 =85%
- Vice Principals 70/111=63%
- Business Leaders 29/77=38%

**Monitor****STATUS**

**GOAL****A1.3**

Parents will be supported in their integral role of nurturing the relationship between home, school and parish.

**BLIP AREA OF FOCUS:**

- Home, School and Parish: Nurturing Our Catholic Community.

**AREAS OF FOCUS/NEXT STEPS:**

- Promote use of grant funds in all schools.
- Principals to include parish-school connection in their monthly newsletter to parents.
- Parents and parish representatives invited to Pastoral Plan events (e.g., Rooted in Christ, Young Disciple Event).
- Collect attendance data at parents events and conduct exit surveys.
- Collaborate with OAPCE and CPIC to present a series of workshops.
- Add to Parent Voice survey a question to separate elementary and secondary responses.

**TARGET**

Every school will access their school parent involvement funds.

Encourage all schools to apply for a Parent Reaching Out (PRO) Grant.

By June 30, 2019, there will be a 10% increase in the overall submission rates of CSPC Year-end Budget Statements to the Board, and a 10% increase in the utilization of local school approved PRO Grants and PIC monies using benchmark data from the 2017-2018 school year.

Parents will be provided with opportunities to enhance their learning and skills to support and increase parent engagement.

Increase parent engagement through TCDSB staff collaboration with Catholic School Parent Council (CSPC), Catholic Parent Involvement Committee (CPIC) and Ontario Association for Parents in Catholic Education (OAPCE).

75% of parents will respond positively to:

**PARENT VOICE SURVEY QUESTIONS:**

My child's school is working closely with the parish.

There is a strong connection between school, home and parish.

**EVIDENCE**

In 2017-18, 40% of schools accessed their Ministry provided parent involvement funds in the School Block Budget (\$500.00).

In 2017-18, 66% of schools accessed the local school PRO Grant Funds following application approval.

In 2017-18, 35% of schools submitted their year-end financial statements.

In Spring of 2018, Parent Engagement became a standing item at every principal meeting.

Increased parent attendance at all parent engagement events.

As part of the pastoral plan, parents were invited to discuss ways to nurture the home, school and parish relationship.

Increased and improved communication with parents through: email, websites (through the portal), newsletters, face-to-face meetings, surveys, videos, webcasts, conferences, workshops and resources.

Outreach by CSPC, CPIC and OAPCE has resulted in increased two-way communication with parents.

**Parents agreed:**

- 73%
- 71%

**Monitor****STATUS**

**GOAL****A1.4**

Senior Team and Trustees will develop decision-making processes and ensure setting policy priorities that reflect Catholic social values (e.g., stewardship of God's creation, option for the poor and vulnerable, etc.).

**TARGET**

All Policies will be reviewed using the MYSP Strategic Directions, Priorities, and Goals.

Environmental responsibility will be promoted through board-wide initiatives as governed by B.M.06 Environmental Practice Policy.

**EVIDENCE**

All policies reviewed, where applicable, have been aligned with MYSP, which includes Living Our Catholic Values, consistent with the TCDSB Meta Policy M.01.

TCDSB has committed to improving our environment through:

- Commitment to a plastic bottle-free zone
- Expansion of water-filling stations in schools
- Participation in TCDSB Energy Awareness Month and global Earth Hour
- Reducing energy consumption
- Expansion of eco-friendly and energy efficient schools
- Participation in Earth Day and Community Clean-up Day
- Providing students with learning opportunities focused on environmental issues
- A waste management program across all schools (reduce, recycle and reuse)
- Green-cleaning practices in schools
- TCDSB Tree Planting initiatives
- TCDSB Procurement Program encourages the acquisition of environmentally friendly products and reduction of the impact of the board activities upon the environment
- Participate in active and sustainable programs (e.g., Walk to School, Bike to School and School Travel Planning Initiatives)
- In our pastoral plan, we encourage stewardship of the earth and reference the papal encyclical, Laudato Si.

**On Target****STATUS**


STRATEGIC  
DIRECTION

## B

FOSTERING STUDENT ACHIEVEMENT  
AND WELL-BEING

## PRIORITY ACTION #2

To support our students in achieving academic excellence and meeting the Ontario Catholic School Graduate Expectations:

## GOAL

Students will meet or exceed the provincial average in literacy and numeracy as measured in Education Quality and Accountability Office (EQAO) assessments.

BLIP AREA OF FOCUS:

- Curriculum, Teaching and Learning: A Focus on Assessment Practices.

## TARGET

TCDSB students will meet or exceed Ontario EQAO results.

ONTARIO RESULTS IN 2017-2018:

- Primary Reading 75%
- Primary Writing 72%
- Junior Writing 80%
- Grade 9 Applied Math 45%
- Primary Math 61%
- Junior Math 49%
- Junior Reading 82%
- Grade 9 Academic Math 84%
- OSSLT 79%

## EVIDENCE

TCDSB EQAO results that met or exceeded the provincial average: Primary Reading and Writing; Junior Writing; Grade 9 Applied Mathematics.

TCDSB RESULTS IN 2017-2018:
At or above the provincial average:

- Primary Reading 75%
- Primary Writing 75%
- Junior Writing 81%
- Grade 9 Applied Math 49%

Below the provincial average:

- Primary Math 58%
- Junior Math 47%
- Junior Reading 79%
- Grade 9 Academic Math 83%
- OSSLT 78%

AREA OF FOCUS/NEXT STEP:

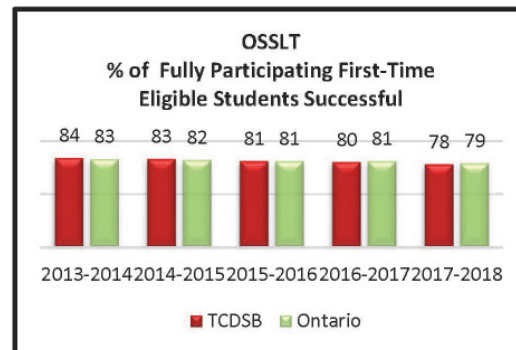
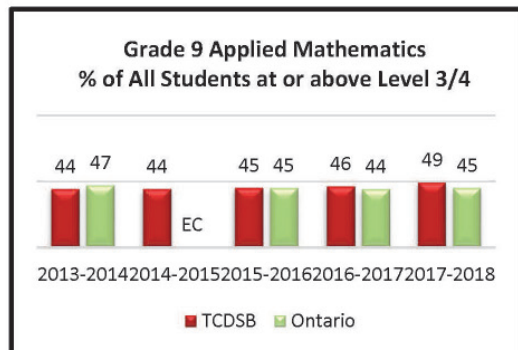
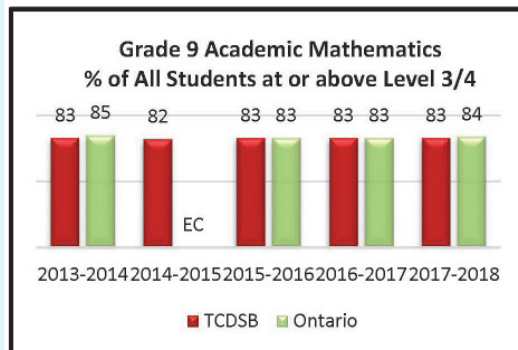
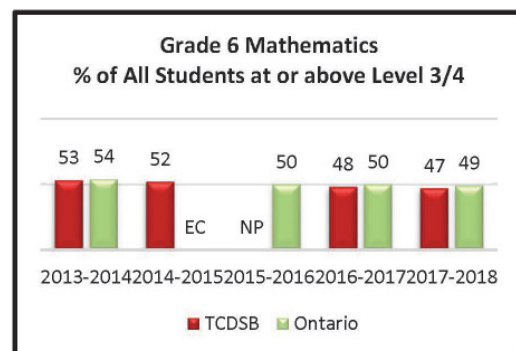
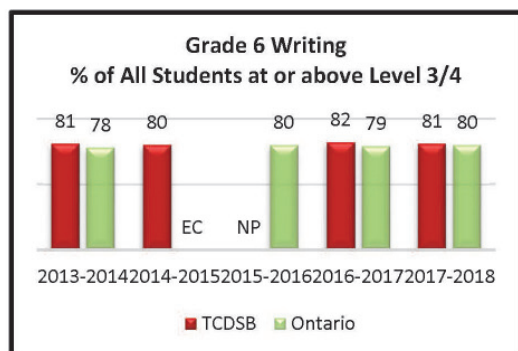
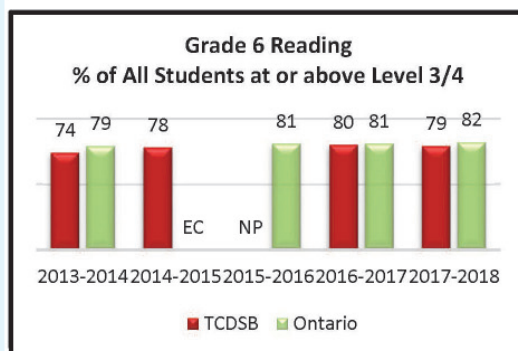
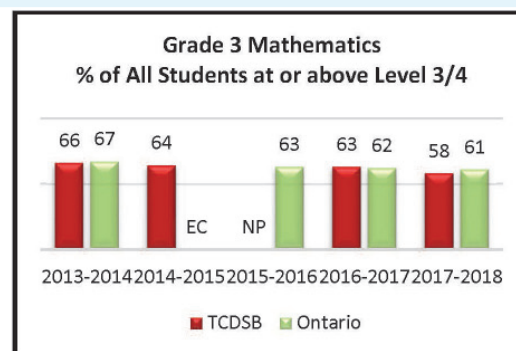
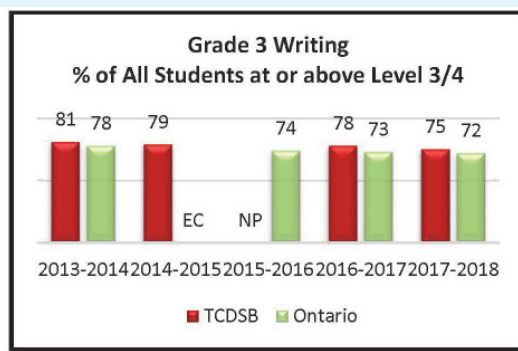
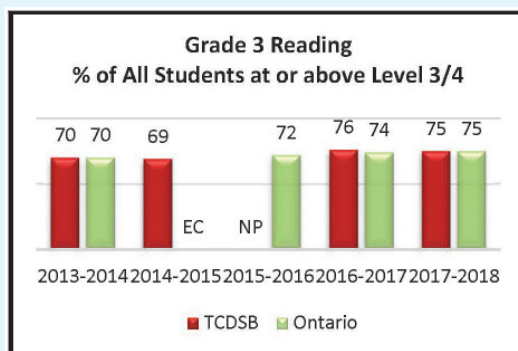
- Continue to provide targeted support in literacy and numeracy as outlined in the BLIP and the Professional Learning Plans.

Action Required

STATUS

B2.1

## EQAO TRENDS OVER TIME



B2.2

GOAL

Students will exceed the provincial average in credit accumulation and graduation rate.

BLIP provincial indicators of achievement.

TARGET

TCDSB students will exceed provincial credit accumulation rate and graduation rate.

In Ontario:

- 82% of Grade 11 students accumulated 23 or more credits, representing a 10% increase since 2006-2007
- 86% of students graduated in 5 years.

EVIDENCE

TCDSB has met the credit accumulation target and surpassed the graduation rates target.

In the TCDSB:

- 82% of Grade 11 students accumulated 23 or more credits, representing a 14% increase since 2006-2007
- 89% of students graduated in 5 years.

On Target

Graduation Rate Over Time

Percentage of students graduating

| GRADE 9 COHORT YEAR                       | 2009-2010 | 2010-2011 | 2011-2012 | 2012-2013 |
|---|-----------|-----------|-----------|-----------|
| Percentage of TCDSB students graduating   | 87%       | 88%       | 90%       | 89%       |
| Percentage of Ontario students graduating | 84%       | 86%       | 87%       | 86%       |
| Graduation year                           | 2013-2014 | 2014-2015 | 2015-2016 | 2016-2017 |

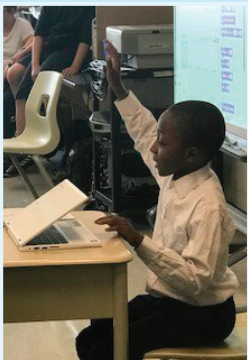
STATUS

**GOAL**

Staff will implement effective assessment practices (for/as learning) that incorporate learning goals, co-created success criteria and provide descriptive feedback to support student learning.

**BLIP AREA OF FOCUS:**

- Curriculum, Teaching and Learning: A Focus on Assessment Practices.

**B2.3****TARGET**

75% of teachers and administrators will respond positively to:

**TEACHER and ADMINISTRATORS VOICE SURVEY QUESTIONS:**

In my school:

- students and educators build a common understanding of what students are learning by identifying, sharing, and clarifying the learning goals and success criteria.
- during learning, timely, ongoing, descriptive feedback about student progress is provided based on student actions and co-constructed success criteria.

75% of students will respond positively to:

**STUDENT VOICE SURVEY QUESTIONS:**

- I understand learning goals and success criteria.

My school emphasizes:

- Giving and receiving timely feedback on how to improve my work.
- Gathering information about your learning before, during and at the end of a unit of study.

**EVIDENCE**

Survey results show that we have met the target goal in elementary.

**Teachers and Administrators indicated implementing and routinely using:**

- Elementary - Teachers 85%; Administrators 72%
- Secondary - Teachers 73%; Administrators 76%

**Teachers and Administrators indicated implementing and routinely using:**

- Elementary - Teachers 84%; Administrators 61%
- Secondary - Teachers 76%; Administrators 57%

**Students agreed:**

- Elementary - 92%
- Secondary - 88%

**Students reported it was emphasized:**

- Elementary - 81%
- Secondary - 62%

**Students reported it was emphasized:**

- Elementary - 81%
- Secondary - 60%

**AREAS OF FOCUS/NEXT STEPS:**

- More focused PD on assessment practices with emphasis on increasing engagement of secondary students.
- Area Superintendents will continue to focus on assessment practices as part of a formal monitoring process.

**Monitor****STATUS**

B2.4

**GOAL**

Staff will share assessment practices with parents to ensure parent engagement with a common understanding of assessment for/as learning.

**TARGET**

Staff will provide parents with information regarding assessment practices, based on the Ministry of Education's *Growing Success* document, on the Board website and at the local school level.

75% of teachers and administrators will respond positively to:

**TEACHER and ADMINISTRATOR VOICE SURVEY QUESTION:**

Parents are informed regarding assessment (for, as, and of learning) practices (e.g., through newsletters, curriculum night, etc.)

75% of parents will respond positively to:

**PARENT VOICE SURVEY QUESTIONS:**

I have seen evidence of classroom strategies that support my child's learning (e.g., learning goals and success criteria).

My child's school provides parents with information regarding evaluation and assessment practices.

**EVIDENCE**

Parents are provided with information regarding assessment strategies through:

- Board website
- School sharing of SLIP
- School sharing of EQAO Data
- School Curriculum Night
- Literacy and Numeracy Nights
- School newsletters
- CSPC and CPIC - meetings and information sessions

**Teachers and Administrators agreed:**

- Elementary - Teachers 91%; Administrators 85%
- Secondary - Teachers 77%; Administrators 79%

**Parents agreed:**

- 71%
- 77%

On Target

STATUS

**PRIORITY ACTION #3**

To support our students' ability to apply critical and innovative thinking in all subjects:

**B3.1****GOAL**

Use evidence-based teaching and learning strategies to provide students opportunities to become discerning believers, effective communicators, reflective thinkers, self-directed learners, collaborative contributors, caring family members and responsible citizens.

**AREAS OF FOCUS/NEXT STEPS:**

- Continue to integrate the teaching of critical thinking in professional development consistent with BLIP strategies for School and Classroom Leadership.
- Continue to integrate inquiry-based professional learning for teachers.
- Expand and support experiential learning in schools.

**TARGET**

75% of teachers and administrator will respond positively to:

**TEACHER and ADMINISTRATOR SURVEY VOICE QUESTIONS:**

In my school:

- Comprehensive education and career/life planning programs meet the learning needs, interests and aspirations of all students and provide opportunity to complete the Ontario Catholic Graduate Expectations.
- Evidence based teaching and learning strategies are used to support students to meet the Ontario Catholic School Graduate Expectations.

75% of students will respond positively to:

**STUDENT VOICE SURVEY QUESTIONS:**

My school emphasizes:

- Using information in new situations or relating it to problems in the real-world.
- Deciding the value of information or ideas; determining whether conclusions make sense.

**EVIDENCE**

Survey results indicate that explicit teaching in this area needs to continue to support student critical and innovative thinking.

**Teachers and Administrators indicated *implementing and routinely using*:**

- Elementary - Teachers 64%; Administrators 55%
- Secondary - Teachers 69%; Administrators 74%

**Teachers and Administrators *agreed*:**

- Elementary - Teachers 90%; Administrators 84%
- Secondary - Teachers 76%; Administrators 85%

**Secondary students reported it was *emphasized*:**

- 54%
- 62%

**Action Required****STATUS**

B3.2

GOAL

Use differentiated instruction to ensure that individual learning needs are accommodated and to engage students fully in their learning.

AREAS OF FOCUS/NEXT STEPS:

- Focus and expand on Universal Design for Learning (UDL) to create inclusive learning environments.
- Increase access to accommodations informed by principles of dignity, individualization, integration and full participation.
- Expand on strategies that promote access to multiple learning pathways.
- Continue to support barrier-free and inclusive structural design.

TARGET

75% of teachers and administrators will respond positively to:

TEACHER and ADMINISTRATOR VOICE SURVEY QUESTIONS:

For most instructional activities and assessments, students are given choice with regards to:

- a) Content - what they learn and where their learning begins
- b) Process - how to learn, what helps them learn
- c) Product - how to show their learning
- d) Format or learning environment - conditions for learning

75% of students will respond positively to:

STUDENT VOICE SURVEY QUESTIONS:

In my classes, I am given a choice in:

- a) Content - what I learn and where my learning begins
- b) Process - how to learn, what helps me learn
- c) Product - how to show my learning
- d) Format or learning environment - conditions for learning

EVIDENCE

Survey results indicate that teachers are incorporating differentiated instruction to address student learning needs.

Teachers and Administrators agreed:

- Elementary - Teachers 65%; Administrators 48%
- Secondary - Teachers 55%; Administrators 60%
- Elementary - Teachers 83%; Administrators 61%
- Secondary - Teachers 75%; Administrators 74%
- Elementary - Teachers 86%; Administrators 68%
- Secondary - Teachers 75%; Administrators 74%
- Elementary - Teachers 74%; Administrators 58%
- Secondary - Teachers 67%; Administrators 62%

Secondary students agreed:

- 56%
- 69%
- 71%
- 68%

Monitor

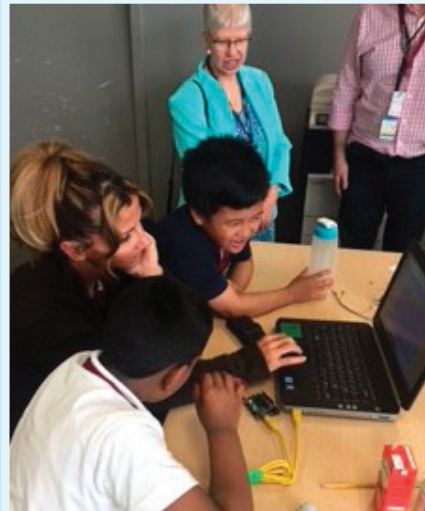
STATUS

**GOAL**

Support investments in technology that continue to foster digital literacy, creativity, innovation and collaboration.

**B3.3****TARGET**

Annually invest in technology to support 21st Century skills.

**EVIDENCE****Investments in 2017-2018:****Secondary (Investment of \$520,000)**

- Each secondary school received an allocation of funds to purchase new equipment for their Communications Technology Labs.
- Allocations were calculated as follows: each school received a base amount; top-ups were given based on demographic needs of school; and top-ups were given based on the number of students registered in courses that require higher performance and capacity computers.

**Elementary (Investment of \$770,000)**

- Each school received Windows Cloudbooks and iPads
- Allocations were calculated based on school enrolment.
- Mitigating factors related to school size were considered to ensure a minimum allocation of devices to each school.

**Both Elementary and Secondary (Investment of \$285,000)**

- Each school was given a budget allocation to purchase equipment related to coding and robotics.
- Allocations were calculated as follows: each school received a base amount; top-ups were given based on demographic data; and top-ups were given based on student enrollment.

**On Target****STATUS**

**PRIORITY ACTION #4**

To create welcoming, healthy and equitable learning environments for all students:

**B4.1****GOAL**

Provide all students with equitable access to learning and technology and strive to close the opportunity gap so that the most vulnerable students achieve their full potential.

**AREAS OF FOCUS/NEXT STEPS:**

- For ELLs and students with special needs, 10% reduction in achievement gaps on EQAO assessments. For ELLs, gaps range from 12% (Gr. 3 Math) to 20% (OSSLT); for students with special needs, gaps range from 13% (Gr. 9 Applied Math) to 34% (Gr. 6 Math).
- Assistive Technology staff will track school requests for support.
- Teachers to begin the use of Steps to English Proficiency (STEP) to inform ongoing instruction and assessment of ELLs in all classrooms.
- Expansion of orientation centre (Gr. 9 - 12) to include newcomer centre (K - Gr. 12).

**TARGET**

Based on achievement levels and demographic needs, there will be equitable distribution of program supports and resources in schools.

**Reduce achievement gaps for English Language Learners (ELLs).**

**Reduce achievement gaps for students with Special Needs.**

**The Assistive Technology team will support school implementation of Special Equipment Amount (SEA) Technologies for all students with SEA claims.**

**EVIDENCE**

**To close the opportunity gap, schools receive:**

- program supports (e.g., 5th Block, Empower, After School Programs, After School Numeracy and Literacy Tutoring) and funding based on achievement and demographics
- for elementary *Renewed Math Strategy (RMS)*:
  - Intensive Support* - all schools have at least one program support listed above
  - Increased Support Schools* - 80% of the 31 schools have at least one program support
- for Secondary schools, *Achieving Excellence in Applied Courses (AEAC)* has expanded to include 4 *Intensive Support* and 21 *Increased Support*. Staff in these schools are provided with additional PD and resources to support their students in Applied Level Courses
- computer allocations including donations which take into account a variety of factors: enrolment, demographic information and related course registration
- implemented the Equity - Poverty Action Networks (E-PAN) initiative to mitigate the effects of poverty (46 schools)
- budget enhancement to schools in the lowest socio-economic category with 20% to be used for the purchase of learning materials that support culturally responsive and relevant pedagogy

**All schools have WiFi access.**

**Overall for ELLs, there are no gaps in achievement in EQAO Grade 9 academic and applied assessments; gaps remain in all other EQAO assessments.**

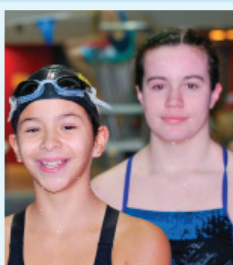
**For students with Special Needs, gaps remain in literacy and numeracy.**

**The Assistive Technology team has responded to all requests for support.**

**Action Required****STATUS**

**GOAL**

Strive to ensure that the physical, emotional, intellectual and spiritual needs of all students are met.

**B4.2****TARGET**

75% of teachers and administrators will respond positively to:

**TEACHER and ADMINISTRATORS VOICE SURVEY QUESTIONS:**

In my school:

- In our planning, we understand the various challenges faced by our students and families (this includes spiritual, socio-economic, emotional, social and physical needs).
- Our school is a happy and welcoming place to learn.

75% of students will respond positively to:

**STUDENT VOICE SURVEY QUESTIONS:**

- Our school meets the spiritual needs of students and provides spiritual direction and guidance.
- My school is a happy and welcoming place to learn.
- My school is a healthy and active place to be.
- Adults in my school have high expectations for me.

**EVIDENCE**

Survey results indicate that students physical, emotional, intellectual and spiritual needs are met.

**Teachers and Administrators indicated implementing and routinely using:**

- Elementary - Teachers 89%; Administrators 91%
- Secondary - Teachers 82%; Administrators 85%

**Teachers and Administrators agreed:**

- Elementary - Teachers 88%; Administrators 94%
- Secondary - Teachers 85%; Administrators 93%

**Students agreed:**

- Secondary - 78%
- Elementary - 88%
- Secondary - 80%
- Elementary - 89%
- Secondary - 77%
- Elementary - 89%
- Secondary - 81%

**On Target****STATUS**

B4.3

**GOAL**

Strive to ensure that all students are eating nutritionally and are physically fit.

**AREAS OF FOCUS/NEXT STEPS:**

- Central staff to increase communication regarding opportunities for schools to engage students in healthy active living.
- TCDSB Health and Physical Education Conference in January 2019 for teachers.

**TARGET**

75% of students, teachers and administrators will respond positively to:

**STUDENT VOICE SURVEY QUESTIONS:**

- How often do you eat healthy meals?
- Vigorous physical exercise is exercise that makes you sweat and breathe harder (e.g., fast walking, jogging, running, skating, team sports, etc.). On average, how many hours a day do you engage in vigorous physical exercise?

**TEACHER and ADMINISTRATOR VOICE SURVEY QUESTIONS:**

- Students are provided with opportunities for Daily Physical Activity (DPA) 20 minutes a day.
- Our school is a healthy and active place to learn.

There will be an annual review of Student Nutrition Programs by staff.

**EVIDENCE**

Evidence shows that schools are meeting students' nutritional and physical fitness needs in Elementary with room for improvement in Secondary.

**Students indicated *regularly*:**

- Elementary - 69%
- Secondary - 53%

**Students reported *at least one hour a day*:**

- Elementary - 80%
- Secondary - 67%

**Teachers and Administrators *agreed*:**

- Elementary - Teachers 79%; Administrators 66%
- Secondary - Teachers 79%; Administrators 92%

**Student Nutrition Programs:**

- All secondary schools
- 131 elementary schools

**Physical activities and supporting resources offered to schools:**

- Competitive and intramural sports; Outdoor education excursions; Swim to survive (Grades 3 to 5)
- Launch of Health and Physical Education Google Site (2017)
- Healthy active living activities in Student Leadership Camps
- DPA resource book
- NTIP Workshops and other teacher professional learning

Monitor

STATUS

[illegible]

**Continue to provide and promote Safe Schools initiatives.**

- Elementary - 53 schools to date
- All Secondary - all 32 schools

## STATUS

STRATEGIC DIRECTION

C

ENHANCING PUBLIC CONFIDENCE

PRIORITY ACTION #5.....

To create enhanced, regular communication with all stakeholders we will:

GOAL

Improve communication and consultation, that reflect the mission, vision and values of the board.

TARGET

All major Board-wide initiatives and decisions will be supported by a comprehensive, strategic communication and stakeholder engagement plan.

EVIDENCE

Implementation of leading edge communications and social media-based tools:

- Instagram introduced with close to 1,000 initial users
- Twitter, growth to 30.2 K followers
- E-News, direct email to CSPC Chairs, monthly mailer of key topics/stories for school newsletters
- Use of online community calendars in local papers (SNAPd and Mirror-Guardian/Toronto.com newspapers)

Representative rates in major consultations that offered feedback:

In 2017 - 2018,

- Parent Voice: 2615 respondents
- TCDSB - Villa Charities: over 1000 participants
- Whistleblower Policy: 397 respondents to online survey
- Annual Budget: 435 stakeholders
- Proposed sharing of school fundraising revenue: 644 respondents
- Development of TCDSB's 3-Year Equity Action Plan

In 2016 - 2017,

- School Cash Online: 5,056 responses
- Budget Survey: 4,360 survey responses and over 3,500 stakeholder comments submitted
- Draft Revised Secondary Admissions Policy: 2,931 responses

On Target

STATUS

C5.1



**GOAL**

Ensure timely and sensitive responses to stakeholder questions and concerns.

**C5.2****TARGET**

Stakeholder questions and concerns will be acknowledged within 1-2 business days and answered within 5-10 business days.

75% of parents will respond positively to:

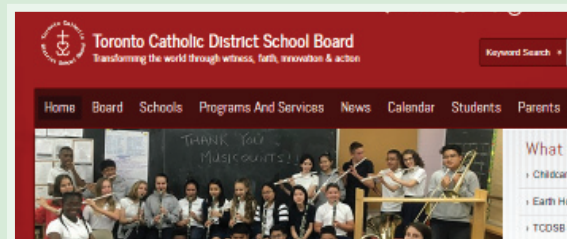
**PARENT VOICE SURVEY QUESTIONS:**

- For those who contacted someone on the senior team (Superintendent, Director, Associate Director, etc.) to ask any questions and/or present concerns, were you contacted in a timely (2 business days) manner?

**EVIDENCE**

System-level stakeholder questions and concerns were addressed within 24 hours through:

- Virtual Town Halls
- The ASK THE DIRECTOR blog
- Webmaster@tcdsb.org
- Phone call inquiries
- Responding to social media comments (Twitter, Facebook, Instagram etc.)

**Parents who agreed:**

- 61% to 71%

**AREA OF FOCUS/NEXT STEP:**

- Increase communication with stakeholders regarding available methods for providing feedback and concerns.

**Monitor****STATUS**

C5.3

GOAL

Create opportunities for meaningful dialogue, feedback and input from the community.



TARGET

All major program initiatives will be subject to consultation under the Board’s Community Engagement Policy (T.07) with a level of engagement (from 6 priority rankings) specified prior to the beginning of each consultation.

Continue to meet with all Community Advisory Committees (i.e., African-Canadian, Filipino, Portuguese, Spanish, Ukrainian, Indigenous Education, Catholic Social Justice Committee) to engage in dialogue.

EVIDENCE

The following processes and tools are in place to drive greater dialogue and feedback:

- Customized Google Translator Tool (in 103 languages)
- Consultations in the Round (small group table discussions)
- Virtual Town Halls livestream
- Ask the Director Q & A blog
- Consultation Micro websites (web-based online)
- Telephone surveys

Major 2017-2018 program initiatives that involved community consultation include:

- Annual Budget
- French Immersion Program
- TCDSB - Villa Charities
- Dante Alighieri Columbus Centre Intergenerational Community Hub
- Whistleblower Policy
- TCDSB’s Education Equity Action Plan (3-year plan)
- Parent Voice survey
- Proposed sharing of school fundraising revenue
- New school options and discussions (Dante Alighieri)

Each Community Advisory Committees meets 4 times a year.

Ongoing dialogue with community to provide feedback on the three-year pastoral plan.

On Target

STATUS

**GOAL****C5.4**

**Build and maintain community partnerships.**

**AREAS OF FOCUS/NEXT STEPS:**

- Continue to develop and expand partnerships that complement our ability to support student achievement and well-being.
- Build reach ahead and experiential learning opportunities with new sector partners (SHSM, COOP, OYAP).
- Professional learning opportunity for teachers to exchange information with the growing list of partners who deliver certification/training, reach ahead, and experiential learning.
- Expand opportunities for students to be on post-secondary campuses/training centres through pathway programs including dual credit, SHSM, and OYAP.

**TARGET**

**Staff will enhance and improve existing partnerships.**

**Staff will increase partnerships in alignment with TCDSB system priorities across discipline areas.**

**EVIDENCE**

**Expansion of current programs within the following business sectors to enhance learning opportunities, experiential learning and career opportunities:**

- Colleges and Universities
- Hospitals
- Public services
- Technology
- Municipalities
- Local Business
- Trades

**Annual Pathways Appreciation Breakfast**

**There have been enhancements in the partnerships within the following Central Departments, aligned with system priorities:**

- 21st Century Learning
- Equity, Diversity and Indigenous Education
- Mental Health
- Nurturing Our Catholic Community
- Safe Schools
- Special Services
- Student Success

**The Partnership Development Department has consulted with TCDSB Central Department staff to determine the status of partnerships and updated the central listing of partnerships.**

**Monitor****STATUS**

C5.5

GOAL

Ensure public accountability and transparency in all processes and policies.

TARGET

The Board’s website will be updated on a daily basis.

All Board policies will be posted on the Board website (“Policy Register”).

All Regular Board and Board Committee meeting agendas will be posted 5 days prior to the date of the meeting.

Approved meeting minutes and meeting video telecasts will be posted within 24 hours.

Board policies will be scheduled for a review cycle at least five (5) years from the date they were last reviewed.

EVIDENCE

Website updated daily. In 2017-2018, Page Hits per year (September 1 to June 30):

- Board and school - 9,701,230
- Board Internet Home Page - 2,596,247
- Policy Page - 13,933

Board policies have been posted on the Board website.

Agendas posted within 5 days.

Meetings are made transparent online through:

- PDF and HTML documents
- Real time streamed video
- Archived videos

Approved minutes and other documentation are posted within 24 hours when possible.

The Policy Development team continues to update policies as required and work through the backlog of outdated policies.

On Target

STATUS

**GOAL**

Strive to ensure equitable treatment of all stakeholders.

**C5.6****TARGET**

Annually report on stakeholder and community engagement activity as well as stakeholder feedback.

There will be barrier free access to stakeholders on new and renovated buildings.

All communications will utilize innovative best practices to increase stakeholder involvement to bridge across demographic, social, cultural and language-based barriers.

All staff will be inserviced on the Board's policy H.M.14 *Harassment and Discrimination in the Workplace*.

Provide Professional Learning in Equity for Senior Team, Principals, Vice Principals and Teachers.

**EVIDENCE**

Director's Annual report provided to Trustees in September.

TCDSB compliance with Accessibility for Ontarians with Disabilities Act (AODA) standards.

The Board has created an active Google Translator tool.

All key documents are made available online in the language of the user's choice.

All schools staff were inserviced locally on policy H.M.14; 49 additional staff inservices and/or individual training sessions were held. In 2017 - 2018, 13 individual sensitivity sessions and 34 staff inservices were provided.

**Professional learning opportunities:**

- Equity Series for Senior Team including in-service on Ontario's Education Equity Action Plan
- Book Study - Deep Diversity
- Internal Bias Awareness - Senior Team and Principals and Vice Principals
- Fall and spring symposia for department heads focusing on culturally responsive pedagogy

**On Target****STATUS**

STRATEGIC  
DIRECTION

D

PROVIDING STEWARDSHIP OF RESOURCES



PRIORITY ACTION #6

To establish integrated decision-making structures and processes to support responsive and responsible allocation of resources we will:

GOAL

Ensure all students have the appropriate resources they need to support their learning within the available budget.

TARGET

Ensure that practices and procedures are established through the budget setting process that facilitate the optimal allocation of resources to students in order to support their learning.

Expansion of the Spotlight Schools Initiative to create and implement a new initiative called Equity - Poverty Action Networks (E-PAN) in up to 60 schools by 2021 in support of TCDSB poverty mitigation strategy.

EVIDENCE

Practices include:

- budget allocations are based on enrollment and socio-economic/demographic needs
- allocation of human resources and professional learning days for school staff based on student achievement (RMS and AEAC)
- new curriculum resources are supplied to all schools
- technology is centrally allocated based on school need, equity and previous allocations
- system investments in January 2018 of \$1.5 million (surplus to Elementary Schools in the lowest socio-economic categories)
- continue system investment allocation as available to schools in lower socio-economic categories

Implemented E-PAN initiative in 46 schools.

On Target

STATUS

D6.1



**GOAL****D6.2**

**Increase the use of research and evidence to guide decisions and actions in teaching, administration and governance.**

**AREAS OF FOCUS/NEXT STEPS:**

- Encourage greater participation in Teacher Voice surveys.
- Annually plan 2 PD sessions for administrators on the analysis and use of student data.
- All schools will upload on the board website their School Learning Improvement Plans annually, by the first week of October.
- Completion of consultation and implementation of new design standards in new secondary schools.
- Completion of study and development of implementation plan based on the results.

**TARGET**

**All schools will participate in surveys measuring student, teacher, administrator and parent voice.**

**All schools led by their School Improvement Team (SIT) or Student Success Team (SST) will identify their urgent critical needs based on an analysis of data.**

**The Planning and Facilities Department will use data to inform their decisions to recommend capital priorities and school renewal plans, and energy management programs.**

**All policy development and review is guided by the Meta Policy M.01.**

**At least 10% of Board policies will be reviewed annually.**

**EVIDENCE****Student Voice Participation:**

Safe and Caring Catholic School Climate Survey - 10,100 students  
 Student Transition Survey - 3,212 students  
 Safe Schools Survey - 5,144 students  
 My School, My Voice Survey - 5,228 students

**Teacher Voice Participation:**

- Elementary - 1,023 teachers
- Secondary - 612 teachers

**Administrator Voice Participation:**

- Elementary - 131 administrators
- Secondary - 42 administrators

**Parent Voice Participation:**

- 2615 parents

**Field and Central Superintendents reviewed all SLIPs to ensure that the urgent critical needs reflected student data through the following processes: Fall Regional PD, SLIP visits, end-of-the-year sharing checkpoint (Ignite), and Field SOs report back to Senior Team on SLIP visits.**

**Building Automation Systems (BAS) have been installed in all new schools and additions; whenever heating systems are replaced, detailed data on energy consumption is provided. Temperature data loggers were installed in representative schools without BAS systems to inform decisions about heating, cooling ventilation and electrical systems being installed.**

**A consultant was hired to conduct intensive stakeholder consultation to develop updated Secondary School Design criteria.**

**A consultant was retained to carry out a study of the challenges and opportunities in moving towards Net Zero Energy.**

**In 2017-2018, 36 new policies were reviewed (22%).**

**Monitor****STATUS**

**PRIORITY ACTION #7**

To ensure fiscal responsibility at all levels of the organization we will:

GOAL

Establish informed, accountable and ethical decision-making for policy development and resource management.

TARGET

All decision-making for policy development and resource management follow the TCDSB Consultation Policy, ensuring that they are informed, accountable, equitable and ethical.

All policy development and review is guided by the Meta Policy M.01.

At least 10% of Board policies will be reviewed annually.

All resource management decisions during the annual budget planning process will be guided and informed by the Community Consultation Policy.

EVIDENCE

All relevant stakeholders are consulted on new policies and policies reviewed.

The allocation of resources reflects the MYSP.

In 2017-2018, 36 policies were reviewed (22%).

The Board of Trustees has annually determined the level of community engagement required for the budget expenditure and revenue estimates.

Ensure all allocations of budget, resources and capital priority submissions to schools are done on an equitable basis informed by socio-economic/demographic data (i.e., poverty mitigation in priority neighbourhoods).

On Target

STATUS

D7.1



**GOAL**

Align operational and capital budgets with the Multi-Year Strategic Plan.

**D7.2****TARGET**

All operational and capital budgets are aligned with the MYSP Strategic Directions.

Ensure new school and major capital investments reflect pedagogical needs in support of MYSP.

**EVIDENCE**

**Staff engage comprehensive staffing modelling tools that ensure compliance with the Education Act and fulfill strategic system initiatives associated with the MYSP** (*Achieving Excellence in Governance; Inspiring and Motivating Employees*).

**The Annual Budget includes the following investments which support the MYSP:**

- construction of classroom space (*Stewardship of Resources*)
- Student Nutrition Program funding through the Angel Foundation (*Student Achievement and Well-being*)
- investing in an Employee Assistance Program (*Inspiring and Motivating Employees*)
- providing water at no cost to students (*Living our Catholic Values*)
- implementation of a Whistleblower Policy and Third-party Reporting Services (*Stewardship of Resources*)

**Engaged with curriculum leaders when designing new schools and major building improvements. 21st Century design elements included in all construction:**

- Learning Commons replacing libraries and cross-curricular labs
- breakout spaces in corridors, classrooms and the Learning Commons for alternative group learning activities
- inter-connection between classrooms through use of moveable wall panels
- multiprogram room to provide flexible space for specialty workshops
- wireless connectivity throughout the school
- update and maintain new school design standards for elementary and secondary schools

**On Target****STATUS**

**GOAL**

Maintain a sustainable balanced budget that reflects ecological justice principles.

**TARGET**

Achieve a balanced budget and maintain a minimum Accumulated Surplus in Reserve of 1% and make strategic investments with socioeconomic and ecological justice as guiding principles.

Increase awareness and implementation of energy strategies to improve building performance.

Expansion of site greening projects.

Continue to fund and implement energy saving measures in schools, as aligned with the Board's energy management plan.

**EVIDENCE**

TCDSB eliminated the historical accumulated deficit and currently maintains 1% in reserves and work is currently underway to develop a Reserves Strategy and Policy.

Informed by the Pope's encyclical *Laudato Si*, investments to support the most vulnerable students in the TCDSB community include support for the Angel Foundation's Nutrition Programs, additional development of indigenous curriculum and resource supports, and additional facilities to share the precious gift of water resources at no cost to students via water bottle filling stations. In 2016-2017, 73 water bottle filling stations were installed (bringing the total to 109). In 2017-2018, 77 were installed. All new schools have a water bottle filling station installed.

Allocated dedicated funds from the budget to support and continually expand eco-friendly and energy efficient schools.

In 2017-2018, the following projects were completed:

- 5 Full Day Kindergarten (FDK) Play areas
- 9 School Yard Greening projects
- 8 Asphalt with School Yard Greening

In 2017-2018, Greenhouse gas reduction of an additional \$3.8 million helped fund energy saving renewal work, including LED lighting conversions, solar PV panels (4 installations), building automation systems, and commissioning and retro-commissioning of building mechanical systems (Program cancelled May 2018).

On Target

**STATUS****D7.3**

**GOAL****D7.4**

Ensure regular financial analysis of the Board's operating revenues and costs in comparison to the Board's operating budget.

**TARGET**

Conduct monthly detailed program reporting and provide quarterly financial analysis and forecasting for internal and external reporting (e.g., School Operations and Maintenance and Capital reporting, EPD and other Revenues reporting, School Block/ Outside Agency/CSPC reporting).

**EVIDENCE**

Monthly reports are distributed electronically to all Schools, CSPCs, and all stakeholders, including trustees.

**On Target****GOAL****D7.5**

Publicly report financial updates on a quarterly basis, as well as the Annual Financial Year-End Report.

**TARGET**

Create a TCDSB Board Policy and develop procedures to regulate financial reporting and internal control requirements which governs reporting frequency (i.e., monthly, quarterly).

**EVIDENCE**

TCDSB Policy FM.08 (Finance and Accounting Procedures) and the associated Procedures for Effective Financial Management and Control of Operations and Accounting provide clear and consistent direction to govern financial reporting and internal control of accounting operations.

Provide quarterly financial, risk analyses and forecasting reports to Board and the Ministry of Education (all of which are published on the TCDSB website for public distribution).

**On Target****STATUS**

STRATEGIC  
DIRECTION



ACHIEVING EXCELLENCE IN GOVERNANCE



PRIORITY ACTION #8

To lead and model best practices in Board governance we will:

GOAL

Build trustees', senior staffs' and students' capacity for governance.

TARGET

Trustees, senior staffs and students will take part in learning opportunities in the area of governance.

Senior staff will commit to completing two Ontario Catholic School Trustees Association (OCSTA) modules per year on good governance over the next three years by May 2019.

EVIDENCE

Presence of parliamentarian at all monthly Board meetings to provide timely feedback on matters related to meeting procedures and governance protocols.

Participation in Board meetings provide student trustees with learning opportunities in governance; this learning is then used to lead CSLIT and ECSLIT meetings.

AREAS OF FOCUS/NEXT STEPS:

- In 2018-2019, parliamentarian to provide an area of focus before the start of a regular board or committee meeting.
- Prior to the new trustee term, orientation sessions will be offered to trustees elect and trustees; further workshops on good governance will be offered in 2019.



Monitor

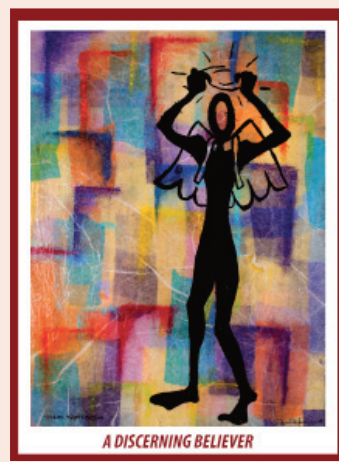
STATUS

**GOAL**

Provide professional learning to strengthen leadership, accountability and transparency at all levels.

**E8.2****TARGET**

All system leaders will participate in ongoing professional learning focused on the Catholic School Leadership Framework.

**EVIDENCE****Ongoing Professional learning sessions:**

- Head Start
- Issues Series
- Succession Series
- Leadership Strategy Events
- Principal Meetings
- Aspiring Leader sessions
- Transition Series
- Fall and Spring Symposia for Department Heads focusing on culturally responsive and relevant pedagogy
- Foundations Series
- Leadership discernment (surveying) conducted in partnership with unions to inform/invite teacher leadership development

All sessions are linked to Ontario School Framework for Catholic Schools benchmarks.

Continue to enhance the capacity of principals as curriculum leaders.

Introduce targeted, timely professional learning for Administrators in key areas (e.g., Special Education for Administrators course).

Identify areas requiring professional development flowing out of the implementation of a Business Leader Appraisal process.

**On Target****STATUS**

**E8.3****GOAL**

Regularly review board meetings and committee meetings for the purpose of continually improving evidence-based decision making and accountability.

**TARGET**

There will be tracking of all action after items for all Board and Committee meetings.

There will be completion of all pending items within the prescribed timelines as stated in Board Agendas.

**EVIDENCE****Tracking of all action after items:**

- All approved motions are posted on the TCDSB website .

**Completion of all pending items:**

- Senior staff review Action After items on a weekly basis.

**On Target****E8.4****GOAL**

Develop appropriate managerial and trustee governance oversight to carry out the annual plan in a fiscally responsible and transparent process.

**TARGET**

An annual report back of the Multi-Year Strategic Plan (MYSP) will provide status information for each of the 6 strategic directions.

The budget will reflect the MYSP and provincial priorities.

**EVIDENCE**

The MYSP, with status assessment, has been presented to the Board of Trustees on an annual basis.

The budget reports to stakeholders reflect the 6 MYSP strategic directions and provincial priorities.

The Board's Audit Committee oversees budget priorities to ensure there is alignment with the MYSP.

**On Target****STATUS**

STRATEGIC  
DIRECTION

## F

## INSPIRING AND MOTIVATING EMPLOYEES



## PRIORITY ACTION #9

To create a learning and work environment that is equitable and diverse, and that supports professional learning, innovation and collaboration we will:

## GOAL

Create a culture of respect and professionalism that recognizes and supports excellence and innovation at all levels of the organization.

**BLIP AREA OF FOCUS:**

- School and Classroom Leadership: Professional Learning, Collaboration and Engagement.

F9.1

## TARGET

Increase the number of Exemplary Practices submitted for the annual award ceremony.

Provide schools with opportunities to share innovative practices.

Build capacity amongst teachers/administrators to lead the 21st Century Innovator sessions.

Increase the understanding of the Respectful Workplace Policy.

Provide professional learning for system and school leaders to support a culture of respect and professionalism.

## EVIDENCE

In 2017-2018, there were 21 Exemplary Practices awards submitted.

In 2018-2019, Exemplary Practices awards will be extended beyond schools.

Online sharing of exemplary practices by participating schools.

Increased number of teachers/administrators who are participating in 21st Century Innovator sessions:

- In 2017-2018, 90%

A video, *The Respectful Workplace Guidelines - Addressing Harassment and Discrimination (HM14 Policy)*, was created and disseminated to all staff:

- posted on TCDSB website
- viewed annually by staff

**Professional learning includes:**

- Internal Bias Awareness - for Principals and Vice Principals
- Book Study - Deep Diversity for Senior Team
- Fall and Spring Department Heads Symposia focusing on Culturally Responsive and Relevant Pedagogy to improve student engagement

**In the Fall 2018 provide:**

- Equity Competency In-service for Senior Team, Principals, and Business Leaders (topic - Uncovering Personal and Systemic Bias)

On Target

STATUS

F9.2

**GOAL**

Ensure ongoing leadership development grounded in the Catholic Leadership Framework for superintendents, principals, vice-principals, business management staff and aspiring leaders.

**TARGET**

Provide a targeted leadership development opportunities for all school leaders.

Initiate dialogue with system/business leaders to identify areas requiring leadership development.

**EVIDENCE****Leaders took part in sessions focussed on:**

- leadership efficacy
- equity
- wellness

**Leadership development through:**

- Mentor/Mentee program (employees in new positions)
- Foundation Series (aspiring leaders)
- VP transition series (aspiring Vice Principals)
- Head Start (Summer Institute for short listed Vice Principals & Principals)
- Issues Series (first year Vice Principal)
- Succession Series (first year Principal)
- Leadership Strategy Events (all system/school leaders)
- Principal Meetings
- Leadership Strategy sessions continue to collect feedback that informs future capacity building sessions
- Launched a new Leadership Development Portal to provide information and enhance Catholic Leadership formation
- Engaged business leaders in a session designed to inform the implementation of a business leader appraisal system
- Principals and Vice Principals involved in equity leadership development through their work in a strategic advisory committee
- Leadership discernment (surveying) conducted in partnership with unions to inform succession planning strategies

**AREAS OF FOCUS/NEXT STEPS:**

- Develop a mentorship program and provide professional learning opportunities to business system leaders.
- Co-design a business leaders appraisal tool for a pilot launch in January 2019.

Monitor

STATUS

**GOAL**

Ensure effective succession planning strategies are in place for recruiting, selecting, cultivating, empowering and retaining leaders.

**F9.3****TARGET**

Monitor the number of Principals, Vice Principals, Superintendents retiring or eligible to retire.

Develop strategies to support succession and transitioning.

**EVIDENCE**

Annually a summary statistical report is created to inform succession planning.

In the spring, the Principal and Vice Principal transfers, placements and new appointments are reviewed by senior staff to best address system priorities.

Biannual information sessions for aspiring leaders and discernment sessions for those interested in becoming Vice Principals.

**AREAS OF FOCUS/NEXT STEPS:**

- Explore opportunities to transfer discernment and empowerment opportunities to the business side of the organization.
- Initiated planning to create a video resource bank to archive leadership journeys and document instructional videos which can be accessed to enhance leadership efficiency.
- Gather statistical information relating to the composition of our business leadership team and analyse this data to identify succession planning/professional development needs.
- Leadership discernment (surveying) conducted in partnerships with unions to inform succession planning strategies.

**Monitor****STATUS**

F9.4

GOAL

Ensure that staff recruitment and promotion processes are transparent, inclusive, and reflect the mission, vision and values of the board.

TARGET

- Compliance with legislation regulating hiring process for teaching staff.
- Increase the number of opportunities for interviews to include a broad range of applicants in order to reflect the diversity of our stakeholders.
- Improve transparency in the hiring process throughout the organization. Support conflict of interest procedures in interviews and all HR practices.

EVIDENCE

- Recruitment procedures are compliant with hiring practices legislation Regulation 274.
- Interviews are tracked monthly. There has been an increase in the number of candidates interviewed and hired (see chart below).
- Initiated a process for inviting candidates from minorities to self-identify and track their success on interviews and promotion.
- Met with prospective VP and SO candidates to discuss requirements of the position and how to prepare for the interview.
- Revised the Board’s fair hiring practice policy to ensure that bias does not influence hiring/recruitment practices.
- All interview candidates received opportunities to debrief after unsuccessful interviews.
- Exit interviews were conducted with business leaders to gather feedback and inform next steps regarding Human Resources practices.
- Expanded the Vice Principal Transition Series to all eight superintendency areas.

AREAS OF FOCUS/NEXT STEPS:

- Plan a Workforce Census to include voluntary self-identity statistics.
- Prepare quarterly data analytics reports to monitor the number of minority candidates for recruitment and promotion opportunities.
- Provide cultural specific interview preparatory sessions.
- Track and record recruitment interview statistics for all job categories.

Action Required

Recruitment interview statistics

| YEAR      | CANDIDATES INTERVIEWED | CANDIDATES HIRED |
|-----------|------------------------|------------------|
| 2015-2016 | 572                    | 421              |
| 2016-2017 | 954                    | 561              |
| 2017-2018 | 1295                   | 677              |

Note: Recruitment interview statistics do not include non-union and APSSP.

STATUS

**GOAL**

Recognize excellence and support professional growth through performance appraisal, mentorship and other system strategies.

**F9.5****TARGET**

Enhance and expand current performance appraisal and mentorship strategies.

Increase completion rates of Annual Learning Plans (ALP) and Teacher Performance Appraisals (TPA) by teachers and Annual Growth Plans (AGP) and Principal Performance Appraisal (PPA) by administrators by 2021.

**AREA OF FOCUS/NEXT STEP:**

- Implement a Leadership Goals Planning Tool for business leaders and create an appraisal process.

**EVIDENCE****Strategies currently in place:**

- Headstart
- Leadership Transition series
- Foundations Series, Issues/Succession
- Renewal series
- Mentorship program for Administrators in their first 2 years
- HR snapshots on TPA/ALP and AGP/PPA completion rates

**Orientation, professional development and mentorship for beginning teachers throughout the New Teacher Induction Program (NTIP).**

**ALP and AGP completion rates:**

| ALP Completion Rates | 2015-16 | 2016-17 | 2017-18 |
|----------------------|---------|---------|---------|
| Elementary Teachers  | 80%     | 84%     | 92%     |
| Secondary Teachers   | 65%     | 73%     | 89%     |

| AGP Completion Rates | 2015-16 | 2016-17 | 2017-18 |
|----------------------|---------|---------|---------|
| Vice Principals      | 57%     | 60%     | 84%     |
| Principals           | 59%     | 86%     | 94%     |

**TPA and PPA completion rates:**

| TPA Completion Rates | 2015-16 | 2016-17 | 2017-18 |
|----------------------|---------|---------|---------|
| Elementary Teachers  | 89%     | 89%     | 86%     |
| Secondary Teachers   | 77%     | 73%     | 78%     |

| PPA Completion Rates | 2015-16 | 2016-17 | 2017-18 |
|----------------------|---------|---------|---------|
| Vice Principals      | 45%     | 26%     | 61%     |
| Principals           | 58%     | 63%     | 73%     |

**Monitor****STATUS**

GOAL

Work collaboratively and proactively with unions and associations to continue to build positive relationships of trust and mutual respect.

TARGET

Meet on an ongoing basis with federation and association executives to dialogue and address any emerging issues in a timely manner.

EVIDENCE

Monthly meetings with senior staff, school leaders and executives from all associations.

Leaders of Your Own Learning Annual Professional Learning sessions.

Senior team regularly reviews committee agendas (e.g., Principal Meetings, CPIC, Director’s Liaison, Health and Safety, Secondary School Advisory Council [SSAC] and CSPC to ensure issues are being addressed in a timely manner).

Implemented the Employee Family Assistance Plan (EFAP) to promote wellness.

Involved union partners in leadership and wellness development (4 meetings with teacher unions on each topic per year) and co-designed union professional development sessions to build positive working relationships.

AREAS OF FOCUS/NEXT STEPS:

- Implement a staff attendance support program with input from all employees in an advisory capacity.
- Develop marketing materials to encourage a greater Employee Family Assistance Plan utilization rate.

Monitor

STATUS

F9.6



## Multi-Year Strategic Plan Report Back: SUMMARY OF STATUS RESULTS

| PRIORITY   | GOAL  | 2016-2017       | 2017-2018       |
|--|---|-----------------|-----------------|
| <b>STRATEGIC DIRECTION A • LIVING OUR CATHOLIC VALUES • PRIORITY ACTION #1</b>                   |   |                 |                 |
| <b>A1.1</b>  | Students will be instructed in a curriculum that is rooted and informed by the Ontario Catholic School Graduate Expectations.   | On Target       | On Target       |
| <b>A1.2</b>  | Staff and Trustees will participate in ongoing faith development through liturgical celebrations and opportunities for spiritual retreats.  | On Target       | Monitor         |
| <b>A1.3</b>  | Parents will be supported in their integral role of nurturing the relationship between home, school and parish.   | Action Required | Monitor         |
| <b>A1.4</b>  | Senior Team and Trustees will develop decision-making processes and ensure setting policy priorities that reflect Catholic social values.   | On Target       | On Target       |
| <b>STRATEGIC DIRECTION B • FOSTERING STUDENT ACHIEVEMENT AND WELL-BEING • PRIORITY ACTION #2</b> |   |                 |                 |
| <b>B2.1</b>  | Students will meet or exceed the provincial average in literacy and numeracy as measured in Education Quality and Accountability Office (EQAO) assessments.   | Action Required | Action Required |
| <b>B2.2</b>  | Students will exceed the provincial average in credit accumulation and graduation rate.   | Monitor         | On Target       |
| <b>B2.3</b>  | Staff will implement effective assessment practices (for/as learning) that incorporate learning goals, co-created success criteria and provide descriptive feedback to support student learning.  | Action Required | Monitor         |
| <b>B2.4</b>  | Staff will share assessment practices with parents to ensure parent engagement with a common understanding of assessment for/as learning.   | Monitor         | On Target       |
| <b>STRATEGIC DIRECTION B • FOSTERING STUDENT ACHIEVEMENT AND WELL-BEING • PRIORITY ACTION #3</b> |   |                 |                 |
| <b>B3.1</b>  | Use evidence-based teaching and learning strategies to provide students opportunities to become discerning believers, effective communicators, reflective thinkers, self-directed learners, collaborative contributors, caring family members and responsible citizens. | Action Required | Action Required |
| <b>B3.2</b>  | Use differentiated instruction to ensure that individual learning needs are accommodated and to engage students fully in their learning.  | Monitor         | Monitor         |
| <b>B3.3</b>  | Support investments in technology that continue to foster digital literacy, creativity, innovation and collaboration.   | On Target       | On Target       |
| <b>STRATEGIC DIRECTION B • FOSTERING STUDENT ACHIEVEMENT AND WELL-BEING • PRIORITY ACTION #4</b> |   |                 |                 |
| <b>B4.1</b>  | Provide all students with equitable access to learning and technology and strive to close the opportunity gap so that the most vulnerable students achieve their full potential.  | Action Required | Action Required |
| <b>B4.2</b>  | Strive to ensure that the physical, emotional, intellectual and spiritual needs of all students are met.  | On Target       | On Target       |
| <b>B4.3</b>  | Strive to ensure that all students are eating nutritionally and are physically fit.   | Monitor         | Monitor         |
| <b>B4.4</b>  | Provide all students with safe, healthy learning environments by promoting a positive school climate, inclusive and accepting of all pupils, and by promoting the prevention of bullying.   | Monitor         | On Target       |
| <b>STRATEGIC DIRECTION C • ENHANCING PUBLIC CONFIDENCE • PRIORITY ACTION #5</b>                  |   |                 |                 |
| <b>C5.1</b>  | Improve communication and consultation, that reflect the mission, vision and values of the board.   | On Target       | On Target       |
| <b>C5.2</b>  | Ensure timely and sensitive responses to stakeholder questions and concerns.  | Monitor         | Monitor         |
| <b>C5.3</b>  | Create opportunities for meaningful dialogue, feedback and input from the community.  | On Target       | On Target       |

| PRIORITY   | GOAL  | 2016-2017       | 2017-2018       |
|--|---|-----------------|-----------------|
| <b>STRATEGIC DIRECTION C • ENHANCING PUBLIC CONFIDENCE • PRIORITY ACTION #5</b> <i>(continued)</i> |   |                 |                 |
| <b>C5.4</b>  | Build and maintain community partnerships.  | Action Required | Monitor         |
| <b>C5.5</b>  | Ensure public accountability and transparency in all processes and policies.  | On Target       | On Target       |
| <b>C5.6</b>  | Strive to ensure equitable treatment of all stakeholders.   | On Target       | On Target       |
| <b>STRATEGIC DIRECTION D • PROVIDING STEWARDSHIP OF RESOURCES • PRIORITY ACTION #6</b>             |   |                 |                 |
| <b>D6.1</b>  | Ensure all students have the appropriate resources they need to support their learning within the available budget.   | On Target       | On Target       |
| <b>D6.2</b>  | Increase the use of research and evidence to guide decisions and actions in teaching, administration and governance.  | Monitor         | Monitor         |
| <b>STRATEGIC DIRECTION D • PROVIDING STEWARDSHIP OF RESOURCES • PRIORITY ACTION #7</b>             |   |                 |                 |
| <b>D7.1</b>  | Establish informed, accountable and ethical decision-making for policy development and resource management.   | On Target       | On Target       |
| <b>D7.2</b>  | Align operational and capital budgets with the Multi-Year Strategic Plan.   | On Target       | On Target       |
| <b>D7.3</b>  | Maintain a sustainable balanced budget that reflects ecological justice principles.   | On Target       | On Target       |
| <b>D7.4</b>  | Ensure regular financial analysis of the Board's operating revenues and costs in comparison to the Board's operating budget.  | On Target       | On Target       |
| <b>D7.5</b>  | Publicly report financial updates on a quarterly basis, as well as the Annual Financial Year-End Report.  | On Target       | On Target       |
| <b>STRATEGIC DIRECTION E • ACHIEVING EXCELLENCE IN GOVERNANCE • PRIORITY ACTION #8</b>             |   |                 |                 |
| <b>E8.1</b>  | Build trustees', senior staffs' and students' capacity for governance.  | Monitor         | Monitor         |
| <b>E8.2</b>  | Provide professional learning to strengthen leadership, accountability and transparency at all levels.  | On Target       | On Target       |
| <b>E8.3</b>  | Regularly review board meetings and committee meetings for the purpose of continually improving evidence-based decision making and accountability.                                    | On Target       | On Target       |
| <b>E8.4</b>  | Develop appropriate managerial and trustee governance oversight to carry out the annual plan in a fiscally responsible and transparent process.                                       | On Target       | On Target       |
| <b>STRATEGIC DIRECTION F • INSPIRING AND MOTIVATING EMPLOYEES • PRIORITY ACTION #9</b>             |   |                 |                 |
| <b>F9.1</b>  | Create a culture of respect and professionalism that recognizes and supports excellence and innovation at all levels of the organization.   | On Target       | On Target       |
| <b>F9.2</b>  | Ensure ongoing leadership development grounded in the Catholic Leadership Framework for superintendents, principals, vice-principals, business management staff and aspiring leaders. | Monitor         | Monitor         |
| <b>F9.3</b>  | Ensure effective succession planning strategies are in place for recruiting, selecting, cultivating, empowering and retaining leaders.  | Monitor         | Monitor         |
| <b>F9.4</b>  | Ensure that staff recruitment and promotion processes are transparent, inclusive, and reflect the mission, vision and values of the board.  | Action Required | Action Required |
| <b>F9.5</b>  | Recognize excellence and support professional growth through performance appraisal, mentorship and other system strategies.   | Action Required | Monitor         |
| <b>F9.6</b>  | Work collaboratively and proactively with unions and associations to continue to build positive relationships of trust and mutual respect.  | Monitor         | Monitor         |
| <b>Goals on target or monitoring:</b>  |   | <b>79%</b>      | <b>89%</b>      |



## TORONTO CATHOLIC DISTRICT SCHOOL BOARD TRUSTEES 2017 - 2018

### Wards

|     |                                |              |
|-----|--------------------------------|--------------|
| 1.  | Joseph Martino                 | 416-512-3401 |
| 2.  | Ann Andrachuk                  | 416-512-3402 |
| 3.  | Sal Piccininni                 | 416-512-3403 |
| 4.  | Patrizia Bottoni               | 416-512-3404 |
| 5.  | Maria Rizzo, Vice-Chair        | 416-512-3405 |
| 6.  | Frank D'Amico                  | 416-512-3406 |
| 7.  | Michael Del Grande             | 416-512-3407 |
| 8.  | Garry Tanuan                   | 416-512-3408 |
| 9.  | Jo-Ann Davis                   | 416-512-3409 |
| 10. | Barbara Poplawski              | 416-512-3410 |
| 11. | Angela Kennedy                 | 416-512-3411 |
| 12. | Nancy Crawford                 | 416-512-3412 |
|     | Rhea Carlisle, Student Trustee | 416-512-3417 |
|     | Joel Ndongmi, Student Trustee  | 416-512-3413 |

**Rory McGuckin**, Director of Education  
**Barbara Poplawski**, Chair of the Board

80 Sheppard Avenue East,  
Toronto, Ontario M2N 6E8  
[www.tcdsb.org](http://www.tcdsb.org)  
Phone: 416-222-8282

OCTOBER 2018



REPORT TO

REGULAR BOARD

## 2019 CALENDAR OF BOARD AND COMMITTEE MEETINGS

*All that he does is apt for its time; but although he has given us an awareness of the passage of time, we can grasp neither the beginning nor the end of what God does.*  
*Ecclesiastes Chapter 1 Verse 11*

| Created, Draft        | First Tabling     | Review                                      |
|-----------------------|-------------------|---|
| November 6, 2018      | November 15, 2018 | <a href="#">Click here to enter a date.</a> |
| Paul Matthews         |                   |   |
| RECOMMENDATION REPORT |                   |   |

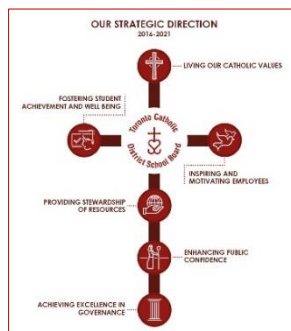
**Vision:**

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**Mission:**

*The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.*

*We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.*



Rory McGuckin  
Director of Education

D. Koenig  
Associate Director  
of Academic Affairs

T. Robins  
Acting Associate Director  
of Planning and Facilities

L. Noronha  
Executive Superintendent  
of Business Services and  
Chief Financial Officer

## **A. EXECUTIVE SUMMARY**

The proposed 2019 Annual Calendar of Board and Committee meetings, attached as **Appendix A**, is presented to the Board for further input and approval.

## **B. PURPOSE**

In December of each year, following the establishment of Board Committees at the Caucus meeting, a report for review and approval of the Annual Calendar of Board and Committee Meeting details for the following year is required to be brought forward to the Board

## **C. BACKGROUND**

1. Article 4.2 of the Board's General Working By-laws requires the Board to meet on the third Thursday in each month unless otherwise ordered by a special motion.
2. The Student Achievement and Well Being, Catholic Education and Human Resources Committee meeting is usually held on the first Thursday of each month, the Corporate Services, Strategic Planning and Property Committee on the second Thursday. Below are the exceptions for the year 2019 and the reasons for those exceptions.

| <b>NEW DATE</b> | <b>MEETING</b>  | <b>REASON</b>  |
|-----------------|---|--|
| January 2019    | All meetings  | Scheduled one week later to accommodate for the 2018-2019 Board Holiday closure. |
| March 2019      | Governance and Policy, Corporate Services, SEAC and Board | Scheduled one week later to accommodate for March Break.                         |

|                |   |   |
|----------------|---|---|
| April 23, 2019 | SEAC  | Scheduled one week later and on a Tuesday to accommodate Holy week and Regular Board Meeting on Wednesday, April 24, 2019   |
| April 24, 2019 | Board   | Scheduled one week later and on a Wednesday to accommodate Holy week and OCSTA AGM on Thursday, April 25, 2019.   |
| May 29, 2019   | Student Achievement                                       | Scheduled one week earlier and on a Wednesday to accommodate June Graduations and CCSTA AGM May 30 – June 1, 2019.  |
| June 2019      | Governance and Policy, Corporate Services, SEAC and Board | Scheduled one week earlier to accommodate June Graduations.   |
| December 2019  | All Meetings  | Scheduled in the first two weeks of December to accommodate the Christmas Holiday Season and Catholic Community Events to take place during the week of December 16-20, 2019. |

*\*\* The Cardinal's Dinner is tentative for October 17, November 4 or November 8. In the event that the dinner occurs on October 17, 2019, the October Board Meeting must be rescheduled; no meetings are currently scheduled for November 4 or 5, 2019. \*\**

#### **D. STAFF RECOMMENDATION**

That the Board approve the 2019 Calendar of Board and Committee Meetings as per Appendix A in order to best meet the needs of the Board.

## TORONTO CATHOLIC DISTRICT SCHOOL BOARD 2019 CALENDAR OF MEETINGS

| JANUARY |     |    |    |    |
|---------|-----|----|----|----|
| M       | T   | W  | T  | F  |
|         | 1   | 2  | 3  | 4  |
| 7       | 8   | 9  | SA | 11 |
| 15      | GAP | 16 | CS | 18 |
| CP      | 22  | S  | B  | 25 |
| OAP     | 29  | A  | 31 |    |

| FEBRUARY |     |     |    |    |
|----------|-----|-----|----|----|
| M        | T   | W   | T  | F  |
|          |     |     |    | 1  |
| 4        | 5   | SSA | SA | 8  |
| CP       | GAP | 13  | CS | 15 |
| 18       | 19  | S   | B  | 22 |
| OAP      | 26  | 27  | 28 |    |

| MARCH |     |    |    |    |
|-------|-----|----|----|----|
| M     | T   | W  | T  | F  |
|       |     |    |    | 1  |
| 4     | 5   | 6  | SA | 8  |
| 11    | 12  | 13 | 14 | 15 |
| 18    | GAP | 20 | CS | 22 |
| 25    | A   | S  | B  | 29 |

| APRIL |     |     |    |    |
|-------|-----|-----|----|----|
| M     | T   | W   | T  | F  |
| 1     | 2   | 3   | SA | 5  |
| CP    | GAP | SSA | CS | 12 |
| 15    | 16  | 17  | 18 | 19 |
| 22    | S   | B   | 25 | 26 |
| OAP   | 30  |     |    |    |

| MAY |     |    |    |    |
|-----|-----|----|----|----|
| M   | T   | W  | T  | F  |
|     |     | 1  | SA | 3  |
| 6   | GAP | 8  | CS | 10 |
| CP  | A   | S  | B  | 17 |
| 20  | 21  | 22 | 23 | 24 |
| 27  | 28  | SA | 30 | 31 |

| JUNE |     |     |    |    |
|------|-----|-----|----|----|
| M    | T   | W   | T  | F  |
| OAP  | GAP | SSA | CS | 7  |
| 10   | 11  | S   | B  | 14 |
| CP   | 18  | 19  | 20 | 21 |
| 24   | 25  | 26  | 27 | 28 |

| JULY |    |    |    |    |
|------|----|----|----|----|
| M    | T  | W  | T  | F  |
| 1    | 2  | 3  | 4  | 5  |
| 8    | 9  | 10 | 11 | 12 |
| 15   | 16 | 17 | 18 | 19 |
| 22   | 23 | 24 | 25 | 26 |
| 29   | 30 | 31 |    |    |

| AUGUST |    |    |    |    |
|--------|----|----|----|----|
| M      | T  | W  | T  | F  |
|        |    |    | 1  | 2  |
| 5      | 6  | 7  | 8  | 9  |
| 12     | 13 | 14 | 15 | 16 |
| 19     | 20 | 21 | B  | 23 |
| 26     | 27 | 28 | 29 | 30 |

| SEPTEMBER |     |    |    |    |
|-----------|-----|----|----|----|
| M         | T   | W  | T  | F  |
| 2         | 3   | 4  | SA | 6  |
| 9         | GAP | 11 | CS | 13 |
| CP        | A   | S  | B  | 20 |
| 23        | 24  | 25 | 26 | 27 |
| 30        |     |    |    |    |

| OCTOBER |     |    |    |    |
|---------|-----|----|----|----|
| M       | T   | W  | T  | F  |
|         | 1   | 2  | SA | 4  |
| CP      | GAP | CP | CS | 11 |
| 14      | 15  | S  | B  | 18 |
| CP      | 22  | 23 | 24 | 25 |
| 28      | 29  | 30 | 31 |    |

| NOVEMBER |     |    |    |    |
|----------|-----|----|----|----|
| M        | T   | W  | T  | F  |
|          |     |    |    | 1  |
| 4        | 5   | 6  | SA | 8  |
| 11       | GAP | A  | CS | 15 |
| CP       | 19  | S  | B  | 22 |
| 25       | 26  | 27 | C  | 29 |

| DECEMBER |    |    |    |    |
|----------|----|----|----|----|
| M        | T  | W  | T  | F  |
| GAP      | 3  | S  | SA | 6  |
| CP       | 10 | CS | B  | 13 |
| 16       | 17 | 18 | 19 | 20 |
| 23       | 24 | 25 | 26 | 27 |
| 30       | 31 |    |    |    |

|     |                                     |
|-----|-------------------------------------|
| A   | Audit Committee                     |
| AN  | Awards Night                        |
| B   | Regular Board                       |
| C/I | Caucus/Inaugural                    |
| CP  | Catholic Parent Involvement Council |
| CS  | Corporate Services                  |
| FAC | Filipino Advisory Committee         |

|     |                               |
|-----|-------------------------------|
| GAP | Governance and Policy         |
| OAP | OAPCE                         |
| PAC | Portuguese Advisory Committee |
| S   | SEAC                          |
| SA  | Student Achievement           |
| SSA | Safe Schools Advisory         |
| C   | Caucus                        |

|             |                                       |
|-------------|---------------------------------------|
| January 1   | New Year's Day                        |
| January 2   | Board Offices Reopen                  |
| January 7   | Schools Reopen                        |
| February 15 | Parent/Teacher Interview (Elementary) |
| February 18 | Family Day                            |
| March 11-15 | Mid Winter Break                      |
| April 19    | Good Friday                           |
| April 22    | Easter Monday                         |
| April 23    | Exemplary Practice Awards             |
| April 25    | OCSTA AGM                             |
| May 5-10    | Catholic Education Week               |
| May 6       | Awards Night                          |

|                 |                         |
|-----------------|-------------------------|
| May 20          | Victoria Day            |
| May 30 - June 1 | CCSTA AGM               |
| June 27         | School Ends             |
| July 1          | Canada Day              |
| Jul 29-Aug 9    | Board Offices Closed    |
| Sept 2          | Labour Day              |
| Sept 3          | First Instructional Day |
| Oct 14          | Thanksgiving Day        |
| Nov 6           | System Wide Retirement  |
| Nov 11          | Remembrance Day         |
| Dec. 25 - Jan 3 | Christmas Break         |

\* The Cardinal's Dinner is tentative for October 17, November 4 or November 5. In the event that the dinner occurs on October 17, 2019, the October Board Meeting must be rescheduled; no meetings are currently scheduled for November 4 or 5, 2019. \*\*



**REPORT TO**

**REGULAR BOARD**

**CHANGES TO THE POLICY WEBSITE TO ENHANCE  
PUBLIC CONFIDENCE**

*"and you will know the truth, and the truth will set you free". – John 8:32*

| Created, Draft  | First Tabling     | Review                      |
|-----------------|-------------------|-----------------------------|
| October 3, 2018 | November 15, 2018 | Click here to enter a date. |

Steve Camacho, Chief Information Officer  
Peter Aguiar, Superintendent of Education

**RECOMMENDATION REPORT**

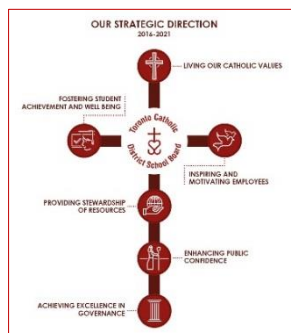
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T. Robins  
Acting Associate Director  
of Planning and Facilities

L. Noronha  
Executive Superintendent  
of Business Services and  
Chief Financial Officer

## **A. EXECUTIVE SUMMARY**

At the September 11, 2018 Governance and Policy Committee meeting a motion was adopted to have staff bring back a prototype of changes to the policy website that will help improve transparency to the public by showing all the planned and recently completed policy work.

Staff reviewed several possible ways to practically update the policy website. The format and method selected allows staff to update the policy website under a new tab called “Policy Review Plan” on regular basis that will show the current status of each policy and keep a “running” list of policies planned for review organized by month for up to 12 months.

Staff have developed “mock up” of the site changes and reviewed with the Governance and Policy Committee on October 9<sup>th</sup>, 2018. The Governance and Policy Committee approved the staff recommendation and referred to full Board for final review.

*The cumulative staff time required to prepare this report was 8 hours*

## **B. PURPOSE**

1. The purpose of this report is to recommend changes to the Policy website that will help improve transparency to the public by showing all the planned and recently completed policy work being done at the Governance and Policy Committee.

## **C. BACKGROUND**

1. At the September 11, 2018 Governance and Policy committee meeting a motion was adopted to have staff bring back a prototype of changes to the Policy website that will help improve transparency to the public by showing all the planned and recently completed policy work.
2. The TCDSB policy website is currently available to the public at the following address: <https://www.tcdsb.org/Board/Policies/>.
3. The current policy site is built using an older version of Microsoft SharePoint technology. This allows non-technical staff to edit the site and post new policies

manually, similar to how one would edit a document in Microsoft Word. There is currently no policy management system that manages the overall list of policies for the Board.

4. The website lists all currently active TCDSB policies, but does not clearly indicate when each policy is due for review, nor at which stage of the review process each policy is at.
5. The policy website is currently updated by communication staff only when new policies are complete and approved by the full Board of Trustees.
6. Staff reviewed several possible ways to update and edit the website. The format and method selected will allow staff to update the policy website on a regular basis and shows the current status of each policy. The process will allow staff to keep a “running” list organized by month for up to 12 months.
7. On October 9th 2018, the Governance and Policy Committee approved the changes to the website with some minor changes and referred the final decision to the Board. The minor changes have been incorporated into the mock-up below. The changes were as follows:
  - a. Include column headers for each monthly table within the page
  - b. Include a future archive tab to hold information on previous yearly review plans
  - c. Include links to the reference policies within the policy review plan tab
  - d. Include a status of “approved” for all policy changes approved by the full Board.

## D. ACTION PLAN

1. The following is a mock-up of how the policy website might look after the changes are implemented. Staff will work to show all the policy work planned for the academic year under a new tab and will update this page monthly after each Governance and Policy Committee meeting.

**Toronto Catholic District School Board**  
Transforming the world through witness, faith, innovation & action

Find A School | Sitemap | Questions/Comments | Settings | Translate | Sign Out

Keyword Search: What are you looking for?

Home | **Board** | Schools | Programs And Services | News | Calendar | Students | Parents | Community | Staff

Home > Board > Policies and Procedures >

**TCDSB Policies and Procedures**

Policies Search | Board Policy Definitions | Policy Review Plan

**Policies and Procedures**

- Board of Trustees >
- Board Meetings >
- Committee Meetings >
- Accessibility Policy & Multi-Year Plan >
- Accountability: Mandatory Information >
- Assessment Department >
- Board Learning Improvement Plan >
- Budget and Finance >
- By-Laws >
- Current Initiatives >
- Environment >
- Equity and Inclusive Education Strategy >

**September 2018**

| Policy Name  | Policy # | Status                       |
|--|----------|------------------------------|
| Prevalent Medial Conditions  | S.M.17   | Deferred to GAP 2018-12-11   |
| Provision of Requested Information to an Individual Trustee                | T.15     | Referred to Pending List     |
| Electronic Participation in Meetings of the Board, etc                     | T.19     | Referred to Board 2018-11-14 |
| <u>Filling a Trustee Vacancy</u>   | T.18     | Approved at Board 2018-10-18 |
| Whistleblower Policy   | A.39     |                              |
| Employee Involvement in Municipal, Provincial and Federal Elections Policy | H.M.25   |                              |

**October 2018**

| Policy Name  | Policy # | Status                       |
|--|----------|------------------------------|
| Concussion Policy (L. Di Marco)                                  | S.26     | Referred to Board 2018-11-14 |
| Religious Accommodation (G. Iuliano-Marrello)                    | S.22     | Deferred to GAP 2018-12-11   |
| Copyright and Fair Dealing Guidelines (L. Di Marco)              | A.15     |                              |
| Copyright (B. Shannon)   | A.11     |                              |
| Trespass (P. Matthews)   | S.S.14   |                              |
| Sweatshop Policy (F. Cifelli)                                    | F.P.04   |                              |
| Trustee Services and Expenditures (?)                            | T.17     |                              |
| Alcohol and Other Drugs (L. Di Marco)                            | S.S.03   | Referred to Pending List     |
| Access to Students In Schools Policy (P. Matthews and P. Aguiar) | S.S.04   |                              |
| Filling a Trustee Vacancy  | T.18     |                              |

/default.aspx

2. The status column will contain one of the following predetermined status types in order to inform the public of the current state of each policy under review:
  - a. Deferred to GAP <DATE>
  - b. Referred to Board <DATE>
  - c. Approved by Board <DATE>
  - d. Referred to pending list

3. The rest of the policy website, along with the “Policy Search” tab and “Board Policy Definitions” tab, will remain unchanged.

## **E. STAFF RECOMMENDATION**

In accordance with the recommendation of the Governance and Policy committee, staff recommends that the Board approve the changes to the TCDSB policy website outlined in this report.

## MASTER PENDING LIST AND ROLLING CALENDAR TO NOVEMBER 15, 2018

| # | Date Requested & Committee/Board | Report Due Date | Destination of Report Committee/Board | Subject  | Delegated To  |
|---|----------------------------------|-----------------|---------------------------------------|--|---|
| 1 | Aug-18<br>Regular Board          | Mar-19          | Regular Board                         | That staff pursue and report back by the March 2019 Board meeting on a community market or similar 'services-in-kind' approach as an enhancement for fundraising and donations in an attempt to close the wide gap that currently exists between our schools related to learning enhancements available for our students<br><b>Consultation Survey Results: Proposed Sharing of School Fundraising Revenue</b> | Director of Education   |
| 2 | Annual Report                    | Nov-18          | Regular Board                         | Annual Report on the Multi Year Strategic Plan   | Associate Director, Academic Affairs                          |
| 3 | Sep-18<br>Student Achievement    | Dec-18          | Student Achievement                   | Report on how we can support Trust 15 and some of the steps and actions we can take to ensure its growth and success within Toronto<br><b>(Presentation, Trust 15 Program - Marcia Brown, Executive Director, Trust 15 Youth Community Support Organization)</b>   | Associate Director, Academic Affairs                          |
| 4 | Nov-18<br>Student Achievement    | Jan-19          | Student Achievement                   | Received and referred to staff for a report to come back no later than January 2019 and that staff work with the parent as far as putting together a communication plan that will address this issue to ensure it does not reoccur<br><b>(Delegation, Veronica Olmedo, regarding Urgent Health and Safety)</b>   | Associate Director, Academic Affairs/<br>Communications Dept. |

| # | Date Requested & Committee/Board | Report Due Date | Destination of Report Committee/Board | Subject  | Delegated To                         |
|---|----------------------------------|-----------------|---------------------------------------|--|--------------------------------------|
| 5 | Nov-18<br>Student Achievement    | TBD             | Student Achievement                   | Received and referred to staff for a report to come back to this Committee ( <b>Presentation, . Annalisa Crudo-Perri and Jana Seymour, Representatives of Ontario Association of Parents in Catholic Education (OAPCE), regarding Catholic School Parent Council (CSPC) Policy Metric Report</b> | Associate Director, Academic Affairs |

## REVISED LIST OF ANNUAL CALENDAR OF REPORTS & POLICY METRICS

A = Annual Report

P = Policy Metric Report

Q = Quarter Report

| #  | Due Date     | Committee/Board     | Subject   | Responsibility of                                |
|----|--------------|---------------------|---|--|
| 1  | January (A)  | Student Achievement | Mental Health Report  | Associate Director<br>Academic Services          |
| 2  | January (P)  | Student Achievement | <u>A.35 Accessibility Standards</u> Policy Metric                           | Associate Director<br>Academic Services          |
| 3  | January (Q)  | Corporate Services  | Financial Status Update Report #1   | Executive SO<br>Business Services                |
| 4  | January (P)  | Corporate Services  | <u>B.R.01 Rental of Surplus School Space &amp; Properties</u> Policy Metric | Associate Director<br>Planning & Facilities      |
| 5  | February (A) | Corporate Services  | Annual Investment Report  | Executive SO<br>Business Services                |
| 6  | February (A) | Regular Board       | School Year Calendar  | Associate Director<br>Academic Services          |
| 7  | February (P) | Student Achievement | <u>S. 19 External Research</u> Policy Metric                                | Associate Director<br>Academic Services          |
| 8  | March (A)    | Regular Board       | Staffing Projections Report   | Associate Director<br>Academic Services          |
| 9  | March (A)    | Corporate Services  | Budget Report: Financial Planning and Consultation Review                   | Executive SO<br>Business Services                |
| 10 | March (A)    | Corporate Services  | Planning Enrolment Projection   | Associate Director of<br>Planning and Facilities |
| 11 | March (A/P)  | Corporate Services  | Transportation Annual Report and <u>S.T.01Transportation</u> Policy Metric  | Associate Director<br>Planning & Facilities      |
| 12 | April (A)    | Student Achievement | Non-Resident VISA Student Fees  | Associate Director<br>Academic Services          |
| 13 | April (Q)    | Corporate Services  | Financial Status Update Report #2   | Executive SO<br>Business Services                |

## REVISED LIST OF ANNUAL CALENDAR OF REPORTS & POLICY METRICS

|    |                 |                     |  |   |
|----|-----------------|---------------------|--|---|
| 14 | April (A)       | Regular Board       | Education Development Charges Policy Review  | Associate Director of Planning and Facilities |
| 15 | May (A)         | Student Achievement | Staffing Status Report for Next School Year  | Executive SO Business Services                |
| 16 | May (A)         | Student Achievement | Ratification of Student Trustee Nominees   | Associate Director Academic Services          |
| 17 | May (P)         | Corporate Services  | <u>A.18 Development Proposals, Amendments and Official Plans and Bylaws Policy Metric</u>  | Associate Director Planning & Facilities      |
| 18 | June (P)        | Student Achievement | <u>B.B.04 Smoke &amp; Vapour Free Policy Metric</u>  | Associate Director Academic Services          |
| 19 | June (Q)        | Corporate Services  | Financial Status Update Report #3  | Executive SO Business Services                |
| 20 | June (A)        | Corporate Services  | Report: Annual Budget Estimates  | Executive SO Business Services                |
| 21 | August (P)      | Regular Board       | <u>T.19 Electronic Participation in Meetings of the Board, Committees of the Board, and Committee of the Whole Board Policy Metric</u> | Regular Board                                 |
| 22 | August (P)      | Regular Board       | <u>H.M. 19 Conflict Resolution Department</u>  | Associate Director Academic Services          |
| 23 | September (A/P) | Student Achievement | Annual Safe Schools Report<br><u>S.S.12 Fresh Start Policy Metric</u>  | Associate Director Academic Services          |
| 24 | September (A)   | Student Achievement | Community Advisory Committees Report   | Associate Director Academic Services          |
| 25 | September (P)   | Student Achievement | <u>H.M. 40 Fair Practice in Hiring and Promotion Policy Metric</u>   | Associate Director Academic Services          |
| 26 | September (P)   | Student Achievement | <u>T.07 Community Engagement Policy Report</u><br><u>A.37 Communications Policy Metric</u>   | Director of Education                         |
| 27 | October (A)     | Student Achievement | Student Trustees: Voices that Challenge  | Associate Director Academic Services          |

## REVISED LIST OF ANNUAL CALENDAR OF REPORTS & POLICY METRICS

|    |               |                     |   |   |
|----|---------------|---------------------|---|---|
| 28 | October (A)   | Student Achievement | ECLIST Report - Elementary Leaders  | Associate Director<br>Academic Services     |
| 29 | October (P)   | Student Achievement | <u>S.10 Catholic School Parent Council</u> Policy Metric  | Associate Director<br>Academic Services     |
| 30 | October (A)   | Student Achievement | CPIC Annual Report including Financial Report   | Associate Director<br>Academic Services     |
| 31 | October (A)   | Student Achievement | International Languages Program Report  | Associate Director<br>Academic Services     |
| 32 | October (A)   | Student Achievement | Primary and Junior Division Assessments Of Reading, Writing and Mathematics (EQAO)<br>· Grade 9 Assessment of Mathematics and OSSLT Assessment (EQAO) | Associate Director<br>Academic Services     |
| 33 | October (A/P) | Corporate Services  | Preliminary Enrolment Reports Elementary and Secondary Schools and S.A.01 <u>Elementary Admission and Placement</u> Policy Metric                     | Associate Director<br>Planning & Facilities |
| 34 | October (A)   | Corporate Services  | Trustee Honorarium Report   | Executive SO<br>Business Services           |
| 35 | October (P)   | Regular Board       | <u>H.M.33 Acceptance of Hospitality or Gifts</u> Policy Metric  | Director of Education                       |
| 36 | October (A)   | Regular Board       | Ongoing Exit and Entry Surveys for all students either changing schools within the Board or entering or exiting the Board                             | Associate Director<br>Planning & Facilities |
| 37 | October (A)   | Special Board       | Director's Performance Appraisal (over 3 consecutive Special Board Meetings)  | Director of Education                       |
| 38 | November (A)  | Student Achievement | Board Learning Improvement Plan (BLIP)  | Associate Director<br>Academic Services     |
| 39 | November (A)  | Student Achievement | K-12 Professional Development Plan for Student Achievement and Well-Being   | Associate Director<br>Academic Services     |

## REVISED LIST OF ANNUAL CALENDAR OF REPORTS & POLICY METRICS

|    |                |                     |  |   |
|----|----------------|---------------------|--|---|
| 40 | November (P)   | Student Achievement | <u>S.22 Religious Accommodation</u> Policy Report  | Associate Director<br>Academic Services     |
| 41 | November (P)   | Student Achievement | <u>S.S.02 Opening or Closing Exercises</u> Policy Report   | Associate Director<br>Academic Services     |
| 42 | November (A)   | Corporate Services  | <u>S.24 Combined (Split) Grade Classes for Elementary Schools</u> Policy Report  | Associate Director<br>Academic Services     |
| 43 | November (Q)   | Corporate Services  | Legal Fees Report  | Executive SO<br>Business Services           |
| 44 | November (A)   | Regular Board       | Financial Status Update #4 and Audited Financial Statements  | Executive SO<br>Business Services           |
| 45 | November (A)   | Regular Board       | Annual Calendar of Meetings  | Director of Education                       |
| 46 | October (A)    | Regular Board       | Annual Report on the Multi Year Strategic Plan   | Associate Director<br>Planning & Facilities |
| 47 | December (A/P) | Student Achievement | Accountability Framework for Special Education and <u>S.P.01 Special Education Programs and Services Policy Metric</u> | Associate Director<br>Academic Services     |
| 48 | December (A)   | Corporate Services  | Budget Report: Revised Budget Annual Estimate  | Executive SO<br>Business Services           |
| 48 | December (A)   | Regular Board       | Director's Annual Report   | Director of Education                       |